

MAGAZINE OF MANAGEMENT MEN OF AMERICA

MANAGE



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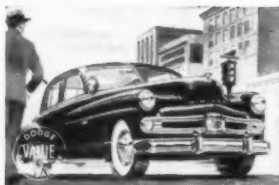
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Cover

"**PORTRAIT IN OIL**" for August is by NAFman Harold Bordelon (native of Louisiana and Fluor Corp. advertising executive), whose work frequently has attracted national attention.

But it is a "portrait in oil" in quite another sense: Don W. Darnell is very much a "figure in oil" himself, for his company is engaged in worldwide engineering operations, building giant oil and chemical refining plants.

Thus, on its August cover, **MANAGE** has the honor to recognize the work of a great president and a great artist, both members of The National Association of Foremen.

Mr. Darnell is a great booster of the West—feels the Southern California area especially must "provide fast interurban transportation . . . adequate water supplies . . . for its fast growing population, industries." His deep interest in community affairs has recently led him to interest the oil industry in the need for more adequate hospital facilities there.

An Iowan by birth (August 23, 1900), he was a Santa Ana, Calif., high school graduate—degree in mechanical engineering at California Institute of Technology. Joined Fluor (1924) as project engineer; served as chief engineer on many company jobs; subsequently general manager, then company president. Under his direction this 60-year-old company enjoyed its most successful year in 1949.

Mr. Darnell feels that many employee problems can be solved through close affiliation with such organizations as NAF and is certain that Fluor personnel has benefited as a result of the activities of their own chapter (established 1946).

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MANAGE

(Reg. U. S. Pat. Off.)

August 1950

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Williams



McKeand



Lerda



Clark

CONTRIBUTING EDITORS

. . . giving generously of their time toward better teamwork and performance by all ranks of management . . . for a stronger American system.



Landis



Rimanoczy



Jeffrey

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Its 40,000 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

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We Look At

WASHINGTON

Edited By

Harry P. Jeffrey

THE outbreak of fighting in Korea has changed the Washington picture completely. To borrow a military phrase, "the situation is fluid". Intervening events may change the situation even between the time this is written and printed.

Adjournment Of Congress

PRACTICALLY all the members of the House and one-third of the members of the Senate except in the solid South are anxious to return to their homes to campaign. But when our troops are fighting in Korea and, in the face of possible further outbreaks, a member is apt to be criticized for not staying on the job. He is in a dilemma, neither horn of which is satisfactory.

The leaders of both parties definitely were seeking an adjournment date prior to Labor Day. This may not be possible now. There is talk of a recess during the early fall months with the full membership to be reconvened immediately after the November elections.

Taxes And Spending

THE measure to repeal in part at least certain excise taxes enacted during the last war and to increase the corporation tax in the higher brackets already has been shunted aside. Congress has made this much of a concession to the cost of defraying the shooting war in Korea and the increased rearmament plans. Since this is an election year, all members are very sensitive to a positive tax increase. At this writing and dependent upon future moves by Russia, it appears likely that an increase in both corporation and individual taxes is likely to be enacted during the remainder of the year. Almost certainly, too, if increased preparation for war continues into '51, the new Congress will enact a new tax bill with schedules revised increasingly upward.

In the meantime, government expenditures are mounting and increasingly large red figures on the government balance sheet are inevitable.

Communist Activities

A SUB-COMMITTEE of the House Committee on unAmerican Activities is continuing an investigation which, due to other events, is receiving

relatively little attention. This committee has taken the testimony of a number of witnesses among whom are former Communist party members who operated as undercover agents for the FBI.

This testimony reveals that the Communist party operated according to a definite pattern in Ohio, Pennsylvania, New York and some other industrial states. According to this testimony, the old United Electrical Workers Union, which was booted out of the CIO, was honeycombed with leaders, petty and otherwise, who were either members of or took orders from the Communist party organization. The testimony reveals that a planned effort was made to reach and control key industries manufacturing essential wartime products through control of the labor union operating in certain plants.

For example, valves are important in the manufacture of submarines. An effort was made to control the labor organization and to foment difficulties between management and the worker in an important valve manufacturing plant. A pattern of wartime strikes and the manipulation of those strikes according to a preconceived plan, which was widely used, stands out all too clearly.

Obviously, legislation is not the final answer to this problem. If laws are enacted which force democratic operation of unions, the rank and file worker has and will clean his own house and prevent a repetition of such practices.

Current Election Pattern

POLITICAL leaders are always seeking to discover trends in voter thought on the basis of a few early elections. Based upon the results during the year 1950, this is a difficult task.

In the Florida senatorial race, Senator Claude Pepper was a thoroughgoing new dealer and fair dealer, but he was decisively defeated by George Smathers, a young congressman from that state with a good war record. Mr. Smathers campaigned vociferously against the Administration's social legislation program.

From North Carolina, Dr. Frank Porter Graham had been appointed by the President to fill an unexpired senatorial term. He was an educator, a former president of the state univer-

(Continued page 21)



(Part I)

For these vest-pocket ideas, tried out in midwestern, western, and Dominion plants, we are indebted to one who, for many years, has been a shop foreman—R. C. Burton, Denver Colorado. We'll present them in two parts.—Editor.

DURING recent months plant foremen have developed and are utilizing a number of rather interesting maneuvers well calculated to make personnel relationships a wee bit less on the painful side. Here are a few of the more important developments along this line.

Press Clippings Aid Safety

One foreman, for example, has a bulletin board arrangement which has aided in safety tactics throughout his department. He asks all workers to bring in clippings relating to industrial accidents—clippings they have observed in newspapers, magazines, other sources. These clippings are placed on the bulletin board as first-hand evidence that "it pays to be careful and not careless".

According to this foreman, workers pay far more attention to clippings explaining actual accidents that have occurred than to any amount of verbal warnings presented by foremen or safety supervisors.

Sports Stuff

Another foreman believes that sports are beyond question the great common denominator where the majority of his workers are concerned. For this reason he is the proud possessor of a "little black book". In this book he places the name and favorite sport or sports of all men in his department. Then he makes it a point every now and then to ask: "Bill, how is bowling coming along?" and "Jim, how is the skiing up there on the slope?"

Not only that, but he goes a step further. Whenever he comes across an interesting article or story on certain community sports in magazines or newspapers, he cuts them out and

places them in his briefcase. Later he shows the articles to workers he knows will be interested.

He finds that such a practice pleases even the most hardboiled and difficult workers. Moreover, it develops a friendly feeling that is dignified yet effective in every respect.

"Letter Of The Week"

Many workers have "beefs" deeply embedded in their minds. Others have constructive suggestions which never are found in any company suggestion box. One foreman has a way which he has discovered to be most effective in persuading workers to "unleash" their pent-up feelings, favorable or otherwise.

This foreman has a special and interesting contest for the best "letter of the week" given him by someone from his department. The letter can make suggestions. It can voice a criticism. It can praise or pan conditions in the department. The foreman offers a pair of tickets to a local baseball game, football contest or other sporting event for the best "letter of the week". All letters are carefully read and where contents seem to be of more than passing interest, they are relayed by him to the management, just as written. Where criticisms are offered by the worker, the foreman talks it over with him first of all before going further. In this manner many difficulties are ironed out at "ground level".

SHIRTSLEEVE STUFF . . .

That Pays Off

By R. C. Burton

Hobby Display Pays

Still another foreman has a rather interesting method of getting to know his men a little better. He has what he terms a "Hobby Lobby Table" located in the department. Any worker may bring in prize examples from his collection—stamps, curios, guns, coins, model airplanes, items from a home workshop—display them on the table.

In this way, the foreman becomes acquainted with the home hobbies of "his men". They, in turn, regard him a little more favorably. He has discovered, moreover, that workers find other workers with similar hobbies and work in harmony together for just this reason.

Cigarettes And Snapshots

On the other hand, another plant foreman has a rather unique method of keeping his department working in unison instead of working with considerable discord. He has a tray full of cigarettes which is passed around twice during every shift. The tray contains specimens of nearly every known brand of cigarette.

This small gesture makes it possible for the men under him to "unlax" for five minutes occasionally during the day. Nervous tension is relieved to a considerable degree. The self same foreman has another companion maneuver he has had considerable success with. He asks each man for snapshots of his child or children—explains that he places them in a special album. The majority of fathers have one attitude in common: they are "darned" proud of their offsprings. To date he has found that many of his workers come to him of their own volition with more recent snapshots. Especially is this true of men with recently born children. And the foreman, of course, takes a very keen interest in this album.

Workers' Ideas About Foremen

A recent survey of workers totaling over 1000 in plants of Denver Fire Clay, Gates and several others in the Denver area was made to determine

(Continued page 29)

MR. SAFETY

By Charles W. Lent, General Office Supervisor, Battle Creek Plant, The Oliver Corporation

NO LOST-TIME accident in two and a quarter million man-hours over a period of 460 days of work at the Battle Creek (Mich.) plant of the Oliver Corporation—a record not often achieved in an industrial plant of its size and type! Even the attainment of a one million man-hour mark in August, 1949, was considered at that time as sufficient reason to "pull all the stops" in celebration of a signal victory over industrial hazards.

The story of how the men and women of the Oliver family in Battle Creek united in an effort to insure themselves a greater degree of safety on their jobs, statistically at least, than they enjoy in their own homes, is the heartwarming saga—a saga of what can be accomplished when careful planning, adequate incentives, sufficient resources, and, most of all, sincere cooperation by all individuals at all levels of labor and management, are teamed up to do a job.

Three years ago the plant had 33 accidents severe enough to require employees to lose time from work. The following year there were only five such. Since February, 1949, there have been none. The number of days lost by workers because of accidents was reduced from 4,198 a year to zero in the same period; the plant frequency record was reduced from 20.7 accidents per million man-hours to the present zero.

High praise must go to Alva W. Phelps, president of Oliver. For it was he who first took a critical view of the safety situation, proceeded to implement a program of action to improve it. The first step, taken in 1947, was his donation of a beautiful trophy for which the seven Oliver plants compete in a good housekeeping and safety contest. Points are awarded on the basis of the quarterly report of the corporation inspection team which includes Mr. Phelps and A. King McCord, executive vice-president, other top executives. Not only is plant cleanliness and orderliness taken into account, but consideration is given to the extent to which actual expenditure of money for this purpose is held within

the amount budgeted, as well as the statistical safety record set by each plant.

This manifestation of interest, together with the fact that the safety program sustained itself and has not fizzled out after an auspicious beginning as such programs so often do, has "sold" the idea to everyone in the organization that plants like our own can be clean and can be safe. It wasn't long, then, until the thinking crystalized into the notion that this plant *ought* to be clean and safe. That's when things really began to happen.

With the full cooperation of J. R. Mohlie, plant manager at Battle Creek, and assistance of Comyn Drake, company director of safety and training, a plan of action was laid out by Edward Hessmer, plant safety director.

One of the greatest single factors in the elimination of accidents has been the emphasis upon use by the employees of proper safety equipment: shoes, glasses, gloves, etc. Safety glasses are furnished upon deposit by the employee of \$1.00, which is refunded on termination of employment. Other items are sold to employees at 25 percent less than cost as an inducement to wider acceptance. As the result of an intensive and continuing campaign, nearly every man in the shop wears appropriate safety clothing on the job. Even office workers and supervisors put on safety glasses before going out into the shop.

Another step brought splendid results. It was the formation of our "plant" safety committee. Sixty-five men, representing all departments and locations were appointed to serve, meet at least once a month for training. Three principal functions are carried on: (1) as a plant protection force they have familiarized themselves with locations of alarm boxes, hand extinguishers—have been trained in how to cope with fire; (2) as a first-aid squad they are usually on the spot when minor accidents do occur and frequently minimize, by quick and efficient first-aid, what might have been a lost-time accident; (3) on plant safety they are the eyes and ears of the plant safety

Plant case-study . . . of
anti-accident
mobilization
in semi-hazardous industry



AN OUNCE OF PREVENTION—Mobile display of safety equipment availed by company at below-cost. Moved about the plant, it's constant reminder of availability and importance of personal safety equipment.



SAFETY IN PRACTICE—Plant safety committeeman Nicholas Mellich (right) checks safety hazards, practices with machine operator Brice Crawford.

director—spot hazards by constant observation, by talking with the men with whom they regularly work.

It is satisfying to point out that Local 444, U.A.W.-A.F.L., the bargaining unit for shop employees, and Local 873, U.A.W.-A.F.L., office bargaining unit, cooperate 100 per cent in all efforts to eliminate hazardous working conditions and improve cleanliness and order. Their cooperation was important.

Bulletin boards in strategic locations are "on duty" 24 hours a day. They hammer home the message that safety is worth the effort, that it pays off to be careful. Unusual displays are arranged, particularly where a lost-time accident is barely avoided. Photographs of the situation, a full explanation of what happened with special emphasis on the role of protective equipment in minimizing the seriousness of the accident, are posted. These serve two purposes: present a readily understood object lesson in safety; reduce any rumors which might sweep the plant.

The line between safety and good housekeeping is difficult to determine. Failure to apply proper effort in the one may have adverse effects upon the other. The plant maintenance department has thoroughly marked aiseways, areas reserved for temporary storage of tote boxes and lifts, areas to be kept clear. Obvious hazards have been painted bright colors, following color scheme recommended by the National Safety Council.

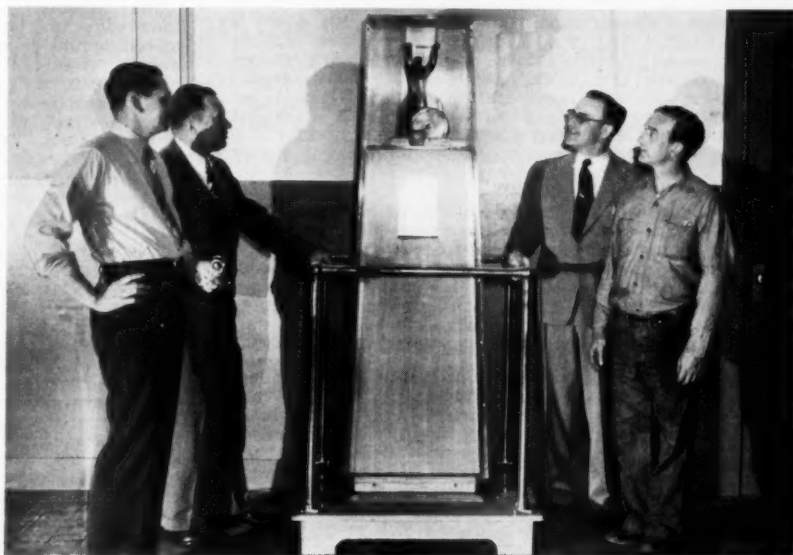
Another factor which has contributed effectiveness to the program is prompt recognition of achievement. When the one-million man-hour mark was passed the entire plant closed down early one day for a program which concluded with refreshments. When the two-million man-hour mark was passed, Carl

Baker, a man from the shop chosen by lot, was designated as "Mr. Safety—The Man Who Didn't Get Hurt." His wife and he were given a four-day, all-expense trip to Washington, D. C., via Chicago, where they appeared on a radio program, met prominent and interesting people. These evidences of continuing interest by management have meant much to everyone, have spurred everyone to greater effort.

It must certainly be recognized that there is a reason behind all the effort and money that have gone into the safety program. The humanitarian motives of lessening pain and suffering

from lost-time accidents are paramount with management. But, neither should it be forgotten that, in the light of the cold, hard facts of business, the benefits to a company, as the result of successfully achieving a safety record, can be measured in dollars and cents as they are reflected in higher morale of employees, uninterrupted production by skilled workers, elimination of costly law suits, reduction of compensation insurance costs.

It pays to be safe. And the Battle Creek plant of the Oliver Corporation has proved that it can be done in even the more hazardous of industry.



SYMBOL OF SAFETY ACHIEVEMENT—President's trophy won by Battle Creek in competition with six other Oliver plants. Proud of their union's role in their safety mobilization (from left) UAW-AFL (Local 873) President William Smith; Plant Manager J. R. Mohlie; Plant Safety Director Edward Hessmer; UAW-AFL (Local 444) President William Gresley.



SAVED . . . AN EYE—Plant Safety Director Edward Hessmer makes a point: how this pair of safety glasses, shattered by flying steel, saved a man's eye.



HOUSEKEEPING TIE-IN—Wood shop illustrates marking of aisles and temporary storage areas tied in with tidy housekeeping to insure best results.

"Profit" is an Expendable Word

By Fred G. Clark and Richard Stanton Rimanoczy*

FOR the members of American labor unions, "profit" has been a very expensive word. Billions of dollars of payroll have been forfeited through strikes, the object of which was wage increase out of "profit" that did not exist.

The word "profit" is worse than meaningless — it is deceptive. It has too many different meanings: there is "gross profit," "net profit," "profit before taxes," "profit after taxes," "profit before and after depreciation," "profit before and after payment of bond interest," "operating profit," "nonoperating profit," "profit before and after inventory adjustment," etc. This list could be a lot longer, but you get the idea: "profit" can be used as a label for many different amounts of money in the same income statement.

There is no way of finding whether or not the leaders of the labor unions (whose members have lost huge sums of payroll and have dissipated years of their savings chasing the rainbow of imaginary "profit") really knew the truth about the "profits" they have sought to share. It would be easy to understand how they could be misled by the fantastically complicated operating reports issued by many corporations.

But regardless of whether or not the union leaders were kidding the boys about "the gold in them thar hills," it is a bad and costly practice to strike for something that does not exist. That is why the authors of this editorial have for many years pleaded with the accounting profession to outlaw the word "profit." Within the last few years a small percentage of corporations have come around to this way of thinking, and their annual reports made a lot of sense to the run-of-the-mill reader. But the changeover is progressing very slowly, and much damage is being done in the meantime.

It is, therefore, very encouraging to find that one of the leading financial institutions in the world. The National City Bank, has seen fit to break trail in this important reform. In its monthly letter of June, 1950, the bank reported the income of 97 of America's largest manufacturers without once making use of the word profit. Here is the report:

Disposition of Income of the 97 Largest Manufacturing Corporations in 1949
(In Millions of Dollars)

	Total Amount	% per \$ of Receipts
Total receipts from sales and other operations	\$57,639	100.0
Costs:		
Costs of goods and services purchased from others, etc.	33,983	59.0
Wages and salaries paid	13,320	23.1
Reserves for depreciation and depletion	2,072	3.6
Federal income taxes	2,443	4.2
Other taxes	1,247	2.2
Total costs of operations	\$53,065	92.1

Net Income	\$ 4,574	7.9
Pfd. and common dividends paid	\$ 2,231	3.9
Reinvested in the business	\$ 2,343	4.0

The information set forth in this report, plus the knowledge of the total assets of the companies involved, would give any intelligent worker a pretty good idea of what could be gained by striking for a wage increase out of "profit." The National City Bank estimates these assets to be around \$40 billion, which means that the dividends paid out amounted to about 5 per cent on assets. The chances are not great that many of the workers in any union would consider that rate of return unreasonable. (The same attitude would hold true when the dividends were seen to be 3.9 per cent of sales.)

The only bone of contention then, would be the remaining "profit," were it falsely labeled as such. The phrase "reinvested in the business" properly infers that most, if not all, of the money is no longer in the possession of the companies in the form of money. It has been spent for physical things needed in the business: it had to be spent.

Now, why did it have to be spent? In the first place, this amount never was "profit" or net earnings. It was extra income that the companies collected from the customers in an effort (not always successful) to cover the true cost of the tools wearing out.

As everybody knows, new machinery, new trucks, new buildings, etc., cost at least twice as much today as they did before the war, and the amount of depreciation allowed by law is limited to the original purchase price. This means that if the tools are to be replaced, the money must come from somewhere other than normal depreciation.

You will notice that the depreciation figure reported in The National City Bank analysis was a little over \$2 billion, and that the "profits" kept in the business was \$2.3 billion. This made available to the companies \$2 billion, plus \$2.3 billion, or \$4.3 billion, for the replacement of tools that probably cost less than \$2 billion to acquire and more than \$4.3 billion to replace.

But in order to get the extra \$2.3 billion, the companies were forced to overstate their profits by at least \$3.5 billion. This \$3.5 billion is made up of the \$2.3 billion we have been discussing, plus the Federal Corporation Income Tax that had to be paid when that amount was incorrectly reported as "profit." In other words, the companies had to collect from the customers \$3.5 billion in fictitious "profit" in order to have left the \$2.3 billion for tool replacement.

This is a condition that holds grave danger, not only to the businesses which must replace the tools, but also to the workers who make their living using the tools. But these facts can never be plain to the members of the labor unions as long as the phoney tag of "profit" remains in the formal accounting statement.

*Respectively general chairman and editorial director of the American Economic Foundation . . . —No. 13 in MANAGE Series of Economic Treatises.

RULES OF THE GAME

By R. F. Monsalvatge, Jr., Area Manager, The National Association of Foremen

What would Yankee Stadium, the Rose Bowl be like were it not for the 'rules of the game'—yet many an organization's business meeting is fouled up and confused from inaccurate knowledge of parliamentary law, here presented the easy way.

SO MANY of us would like to understand and be able to use good parliamentary procedure in our meetings. Those who study it, however, often find it rough sledding. For a long time, we've been needing a simple way for all of us to tuck it under our belts.

WHY SHOULD WE TAKE THE TROUBLE TO KNOW AND USE IT? The answer to that question is this—because it is fair and square to all. You would play a game of ball only if you knew how the game is played, so that you and everybody else could get a fair crack at racking up points for your team. In the same way, you would rather work for your management club according to democratic procedures which give you and every other member an opportunity to air opinions and have them considered. Good parliamentary procedure is fair to the minority as well as the majority.

YOU CAN USE THESE RULES WITHOUT MEMORIZING! In this article, you will find the easy way to use the rules. You will be given a tool to use—a chart (see next page)—and you won't have to learn any more in order to use it than you have to learn about driving a car. The chart has most of the answers to questions about the fundamental situations that can arise. Learn only *where* to look for those answers on the chart, that's all. This short article is not intended to give exhaustive coverage, and some of its terminology has been modified. Clip

the chart, and take it with you to meetings, whether or not you are president of your group.

The information found here has come from the recognized book on the subject, "Robert's Rules of Order," which first came out in 1876, and is so good that it has stood the test of time. It uses the principles learned by the experience of legislative bodies in England and the United States.

DON'T BE EMBARRASSED BECAUSE YOU HAVE TO USE THE CHART. Even the Speaker of our own House of Representatives has three men to help him along during a session. Nobody knows all there is to know about parliamentary law!

SO LET'S GET DOWN TO BUSINESS. First, let us suggest that these rules be applied only in business meetings of your organization, and in Board of Control or other committee meetings. Here is a suggested order of business for these meetings:

- 1) Have the minutes of the previous meeting read by the secretary, corrected if necessary, and approved by a main motion to that effect carried by a majority vote.
- 2) Take up unfinished business (motions not brought to a vote before adjourning the last meeting, and Orders of the Day—the secretary has a record of these).
- 3) Hear the reports of standing committees (Finance, Membership, etc.)

4) Take up new business (here is the opportunity for members to make new motions).

5) Adjourn the meeting.

Method Of Handling A Motion

John Doe: "Mr. Chairman." (pause, if recognition is necessary).

Chairman: "Mr. Doe."

John Doe: "I move that _____" (use the wording for the particular motion found on the chart).

Chairman: "The motion has been made that _____. Is there a second?" (if a second is necessary).

Dick Roe: "I second the motion."

Chairman: "It has been moved and seconded that _____. Is there any discussion?" (if discussion is allowable on this particular motion).

Chairman: "Are you ready for the question? (pause) All in favor of the motion that _____ (re-state entire motion) _____ say, 'Aye'. (pause) All opposed say, 'No'. (pause) The ('ayes' or 'noes') have it, and the motion is (carried or defeated)."

General Notes

- 1) No two main motions may be on the floor at the same time.
- 2) If a member is legally interrupted by another, (see chart, column 1) he regains the floor when the necessity for the interruption is removed.
- 3) An accepted method for the conduct of nominations and elections is:
 - a) president appoints a representative group of members to a Nominating Committee;
 - b) this Committee prepares a slate(Continued page 21)

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Forgot his copy of "Parliamentary Law The Easy Way" no doubt.

CLASSIFICATION, ORDER OF PRECEDENCE, RULES, AND ACTION NECESSARY OR POSSIBLE, REGARDING MOTIONS

P R I V I L E G E D	RULES: This is the most highly privileged motion, having highest precedence, except when the time has already been fixed — in that case, this motion doesn't exist; *there can be discussion only if no other motion is before the membership.
	RULES: This motion is in order even after the chair orders a vote on the main motion; if the motion to adjourn is carried when the time for the next meeting hasn't been fixed (by constitution, by-laws, or the motion above), the entire organization is dissolved; if the motion to recess is carried, the chair must specify the length of the recess.
	RULES: Questions of Privilege are of two classes — first class relating to group welfare (such as inability to hear a report being given, presence of visitors who must be asked to leave — this class takes precedence over second class questions); second class relating to one's own welfare (such as requesting permission to leave, due to illness).
I N C I D E N T A L	RULES: General Orders of the Day result from either of the two motions to postpone consideration; Special Orders result from the motion to create them; the motion forces the membership to consider the order if it has been overlooked, in order to prevent its being nullified, by not being taken up on time.
	RULES: This motion may call attention to a supposed error in parliamentary procedure, but it is in order ONLY immediately after the error, except in a case of constitutional violation; an EXCEPTION to its precedence — it yields to the motion to lay on the table.
	RULES: An appeal is in order ONLY immediately after the chair's decision, and a tie vote goes to the chair; the chair's decision to recognize one over another main motion may be appealed; an EXCEPTION to its precedence — it yields to the motion to lay on the table.
	RULES: If the motion is carried, the rules are suspended only temporarily, and the motion is exhausted on the purpose specified; it cannot suspend rules of the constitution or by-laws or parliamentary law; EXCEPTION: motion doesn't yield to call for Orders of the Day.
	RULES: Special Orders, once created, become established rules, to be changed only by the motion to suspend the rules; the motion should specify the day and hour for its consideration; EXCEPTION to its precedence — has none over Main or Motion to Postpone consideration to definite day and hour.
	RULES: One who makes a motion may withdraw it before his motion is stated and put to a vote by the chair; rules for renewals are in the column at the right.
S U B S I D I A R Y	RULES: This motion may be made ONLY immediately after a close voice vote or brief show of hands; the chairman must appoint two or more tellers on a motion to ballot. In effect, this motion means, "The vote seemed close — let's count noses!"
	RULES: Objection may be made to a main motion only at the time it is first introduced; the chairman himself may object.
	RULES: Lay on the Table: postpones consideration of a motion until it is taken off the table — the motion is out of order immediately after the defeat of objection to consideration; Take off the Table: cannot be moved when another motion is on the floor.
	RULES: To close debate is to call for a vote on the motion; to limit debate is to require that the discussion be ended at a specified time, or to EXTEND the time allowed for discussion to a specified time.
	RULE: This causes the motion to become a General Order of the Day for the time to which it was postponed.
	RULES: This motion is used to allow a small group to investigate details involved, and to prepare a recommendation for action by the membership; if no standing committee exists, the motion should include the committee size, and method of its selection — such a special committee dissolves when its work is done.
	RULES: An amendment is made by adding to, striking out a portion of, or substituting something in, another motion; the chair decides the propriety of amendments, subject to appeal; an AMENDED amendment may not be further amended; EXCEPTION to its precedence — amendments take their rank from the motion to which they apply.
	RULES: This causes the motion to become a General Order of the Day at the next meeting; it is used by the opposition to take an informal poll and to test its own strength.
	DEFINITION: A main motion is one to bring a particular subject before the membership for consideration and decision; it has the lowest precedence of all motions.

Two other motions, not a part of the above group:

RULES: This motion may be moved by a member of the majority side, ONCE ONLY at the same or next meeting; it suspends action on the motion; and action reconsideration may be deferred until the next meeting; it takes its rank from the motion to which it applies.
*RULES: A majority vote isn't sufficient, unless written (if required by the constitution) or verbal notice had been given to the membership of intention to make the motion to repeal one month in advance; previous notice is necessary also for alterations (such as amendments) to the organization's constitution but the $\frac{2}{3}$ vote is required here anyway.

	Can the maker of this motion INTERRUPT? (if not he must be recognized)	Must the motion be SECONDED?	Can there be any DISCUSSION?	How is the DECISION made?	Can the motion be RENEWED after voted down?	Can the motion be RECONSIDERED?	Can the motion be AMENDED?
"I move that we FIX THE TIME FOR THE NEXT MEETING for (day and hour)." EXAMPLE: "_____ next Tuesday at 8 p.m."	no	YES	no*	majority	only if time is changed	YES	YES
"I move that we ADJOURN (or RECESS)." EXAMPLE: "_____ adjourn."	no	YES	no	majority	After Progress	no	no
"I rise to a QUESTION OF PRIVILEGE ." EXAMPLE: "_____ the air is warm and stale in here. May we open a few windows?"	YES	no	no	CHAIR	After Progress	no	no
"I call for ORDERS OF THE DAY ." EXAMPLE: (Used at the next meeting to which the motion to sponsor a dance was postponed.)	YES	no	no	none required	YES	no	no
"I rise TO A POINT OF ORDER (or FOR INFORMATION)." EXAMPLE: "_____ for information; isn't it true that our constitution forbids us to sponsor dances?"	YES	no	no	CHAIR	no	no	no
"I APPEAL FROM THE DECISION OF THE CHAIR ." EXAMPLE (refer to EXAMPLE under Question of Privilege): "_____ in his failing to allow for some of the windows of this stuffy room to be opened."	YES	YES	YES	majority	no	YES	no
"I move that we temporarily SUSPEND THE RULES that interfere with (the motion that requires the suspension to be legal)." EXAMPLE (if the motion has been postponed to another time): "_____ consideration of this motion immediately."	no	YES	no	2/3	no (unless unanimous consent)	no	no
"I move that we CREATE A SPECIAL ORDER OF THE DAY of the motion that _____. EXAMPLE: "_____ we sponsor a dance during the month of April, so that we will take it up at 9:00 p.m. at our next meeting."	no	YES	YES	2/3	After Progress	YES	YES
"I wish to WITHDRAW my (or RENEW the motion that _____. EXAMPLE: "_____ withdraw my amendment to the motion specifying the second Saturday in order to give the Entertainment Committee more flexibility."	no	no	no	majority	After Progress	YES, if vote was negative	no
" DIVISION! " EXAMPLE: "Division!" or "I move that we decide the motion by secret ballot."	YES	no	no	none required			no
"I OBJECT TO CONSIDERATION of the motion that _____. EXAMPLE: "_____ we sponsor a dance on the second Saturday in April, since there are visitors present."	YES	no	no	2/3	no	YES, if vote was negative	no
"I move that we LAY ON THE TABLE (or TAKE FROM THE TABLE) the motion that _____. EXAMPLE: "_____ we lay on the table the motion that we sponsor a dance on the second Saturday in April."	no	YES	no	majority	After Progress	no	no
"I move that we CLOSE (or LIMIT to [exact time]) DISCUSSION on the motion _____. EXAMPLES: To close debate one might say simply, "Question!" or "_____ limit discussion on the motion to five more minutes."	no	YES	no	2/3	After Progress	YES	YES
"I move that we POSTPONE CONSIDERATION OF THE MOTION (to a definite day and hour)." EXAMPLE: "_____ to 8:35 p.m. at our next meeting."	no	YES	YES	majority	After Progress	YES	YES
"I move that we REFER the motion to the _____ Committee." EXAMPLE: "_____ Entertainment Committee."	no	YES	YES	majority	After Progress	YES before committee works	no
"I move that we AMEND the motion _____. EXAMPLE: "_____ to read, 'for the second SATURDAY in April,' to make it more specific."	no	YES	YES	majority	no	YES	YES
"I move that we POSTPONE CONSIDERATION OF THE MOTION (to anytime during the next meeting)." EXAMPLE: "_____ to our next meeting."	no	YES	YES	majority	no	YES, if vote was affirmative	no
"I move that _____. " (THE MAIN MOTION) ." EXAMPLE: "_____ we sponsor a dance during the month of April."	no	YES	YES	majority	not at same meeting	YES	YES

"I move to RECONSIDER THE VOTE on the motion that _____. (a motion already carried)." EXAMPLE: "_____ we sponsor a dance on the second Saturday in April."	YES	YES	same as motion	majority	no	no	no
"I move that we REPEAL the motion that _____. EXAMPLE: "_____ we sponsor a dance on the second Saturday in April."	no	YES	YES	2/3*	not at same meeting	YES, if vote was negative	YES

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Fact and Opinion

By the Editor

Gullible Gulls

WE should not consider our job very well done this month if we failed to pass on a thoughtful item, for which we are indebted to the July editorial columns of *THE PURE OIL NEWS*, edited by our Chicago friend H. E. Sibley. Labelled "Gullible", the item reads:

A curious and rather interesting occurrence recently took place in the vicinity of St. Augustine, Florida. It is repeated in an advertisement over the signature of The Barnett National Bank of Jacksonville (Florida). The text of the article follows:

"In our friendly neighbor city of St. Augustine great flocks of seagulls are starving amid plenty. Fishing is still good, but the gulls don't know how to fish. For generations they have depended on the shrimp fleet to toss them scraps from the nets. Now the fleet has moved to Key West.

"The shrimpers had created a Welfare State for the St. Augustine seagulls. The big birds never bothered to learn how to fish for themselves and they never taught their children to fish. Instead they led their little ones to the shrimp nets.

"Now the seagulls, the fine free birds that almost symbolize liberty itself, are starving to death because they gave in to the 'something for nothing' lure! They sacrificed their independence for a hand-out.

"A lot of people are like that, too. They see nothing wrong in picking delectable scraps from the tax nets of the U. S. Government's 'shrimp fleet.' But what will happen when the government runs out of goods? What about our children of generations to come?

"Let's not be gullible gulls. We Americans must reserve our talents of self-sufficiency, our genius for creating things for ourselves, our sense of thrift and our true love of independence."

Straw Boss

AS applied to actual industrial supervisors, our feeling is that the term "straw boss" belongs to an industrial era of the past—one not particularly remembered for its practice, generally, of good human relations.

A companion term of that era was "the help", referring to employees. It has a lingering usage today in occasional references to domestics: maids, cooks, gardeners.

While these terms may be expressive—even accurate when accurately used

—they do not strike us as likely to aid the efforts of thoughtful management now striving for better human relations. To our thinking they have acquired a sort of mild stigma, a flippancy, perhaps implying an air of disrespect for the "station" of those referred to. They do not quite approach in distastefulness such a term as "dago" for example. Yet, somehow, they strike us as not in good taste. Certainly, they are not very appropriate in editorializing on the subject of today's "human relations" programs.

Imagine our reaction, then, upon reading this editorial paragraph taken from an item in a leading, top-executive monthly (several 100,000 circulation to presidents, vice presidents, managers), commenting upon a prominent company's supervisory training program:

"One of the new ways of teaching straw bosses how to handle the help uses that old-time family entertainment device—the charade. When all the acting spells out, the company hopes that the answer will be better human relations." (Italics are ours.)

If we're going to fight communism in Korea we shouldn't be called on also to underwrite any pet political theories of socialism here at home.—Henry J. Taylor.



"Can't you read that sign? Don't you . . . say, where do you get that mellow blend?"

The Labor Contract . . . How To Defrost It

HAS your labor contract been defrosted? If not, give some thought to the idea. Few documents we know of, that so intimately and forever deal with relations between men, are so ice-bound. Their frigidity reminds us of those frosted iron pump-handles on the by-road farm—of which we have excruciating recollections.

You'll understand our enthusiasm, then, when the mail brought us a copy of the labor agreement between the UMW District 50 local and the Titanium Alloy Manufacturing (TAM) Division of National Lead Company. (Surely was glad Company Staff Assistant David Thompson thought to include us in his mailing.) The memorandum which brought it made these observations:

"Most published labor agreements are, as you know, anything but attractive or inviting. Stating as they do the hard facts and conditions of employment, they're cold legal documents at best.

"In ours, while taking no liberties with the text, we've injected a little warmth and humor through cartoon illustrations and have dressed the format attractively. The cover design is modern; the paper stock of good quality and the type in good taste. Credit for design and production goes to Harold Warner Co., Buffalo.

"We didn't have to do it—could have run it off on a duplicator—but this way it's more fun for all hands, and, we believe, shows management and labor in a human light. For the first time our men are taking the agreement home to show their families, and more of them are reading it all the way through and understanding more fully what they're getting."

What TAM has done is present the agreement in booklet form with a warmth and humanness that is characteristic of "agreement"—rather than in the manner of a couple of mules yoked into going in the same direction.

We have two comments:

1) TAM management infers by its action that here's a warm, cooperative working-agreement (like an intriguing headline infers a choice story to follow). It infers that its agreement will function "with smiling and understanding consideration." That is a tremendous challenge to their entire plant supervision: to carry out its provisions in such a manner.

2) We hope some of their management team will attend the National Association of Foremen Convention at Buffalo in September—bring with them a supply of those booklets to pass along to some of the hundreds there who'll be interested to take them back to their companies.

In management it's "Grow . . . or Go."

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Meet the "Number One" Foreman of Lewis Foundry & Machine Divn. of Blaw-Knox Company: Isaac Jones.

AMONG the many people who make, and have made, Blaw-Knox the exemplary institution it is, and has been, is Isaac Jones of the Lewis Foundry and Machine Division.

A veteran of many years service, "Ike" as he is affectionately known, is also a supervisor who has developed a great many essential qualities of leadership.

Largely through association within the National Association of Foremen and its activities in Blaw-Knox Company's inter club set-up and the Western Pennsylvania Affiliated Clubs, many in the Blaw-Knox Division Foremen's Club have come to know "Ike" and to increasingly admire and respect him as a man of integrity, honesty and impeccable character.

Repeatedly his associates have heard him singularly praised by such men as their president, William P. Witherow, as a man who has and does exemplify the best of Blaw-Knox Company tradition. Such a person as Ike Jones has been and is a great asset to his fellow foremen through his great knowledge and experience in shop problems.

Now in the twilight of his career, as president of the Lewis Management Association, "Ike" continued to freely give of the maturity of his judgment and experience in the leadership and operation of its program. Thus, by reason of association with other foremen including those of other Blaw-Knox Clubs, they and many others have joined the "legion of friends" that proudly claim "Ike" as a "number one Foreman."

Isaac Jones was born September 9, 1876 in the Triangle, City of Pittsburgh. His education was in the public school and evening courses at the Park Institute there. He started work when 13 years of age. First regular employment was at Lincoln Foundry,

Pittsburgh, from 1894 to 1922. He worked at Wheeling Mould Company, Wheeling, West Virginia from 1922 to 1927—came to Lewis Foundry & Machine June 1, 1927 as part owner of the Company. He has worked 56 years in the Roll Industry.

He has been an active and charter member of the Lewis Management Association; elected president of the Association December, 1949.

Outside activities include devotion of considerable time to his church, being a trustee and member of the board of the Coraopolis Methodist Church. He has taught Sunday School and Bible Classes for 55 years. Member of all branches of the Masonic Order, Blue Lodge, Chapter, Commandery, Consistory, Shrine.

Occasionally has occupied the pulpit of other churches. He has been known to find time to spend an evening at

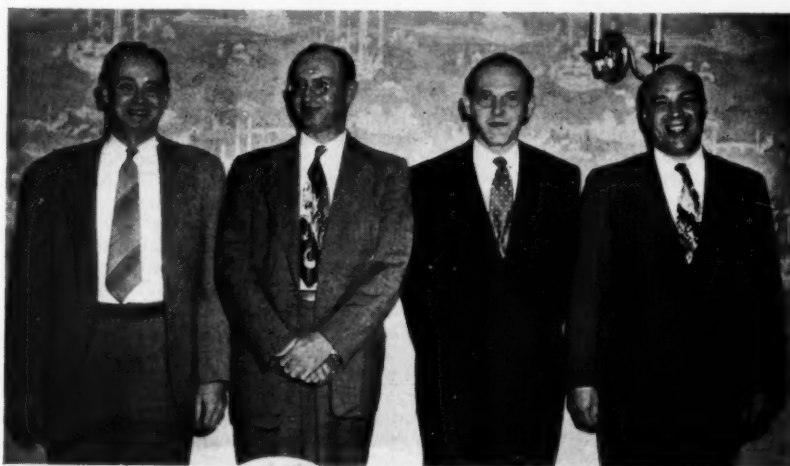
home. His hobbies include baseball and football.

He devotes spare time to development of Christian character and principles in his community.

Presently he's engaged as superintendent of the Roll Shop.

At joint meeting in February of Blaw-Knox Company Foremen's Clubs President Wm. P. Witherow spoke of Isaac Jones as having one of the best records in the Company and that he typified the caliber of their foremen.

The boss returned in a good humor from lunch and called the whole staff in to listen to a couple of jokes he had picked up. Everybody but one girl laughed uproariously. "What's the matter?" grumbled the boss. "Haven't you got a sense of humor?" "I don't have to laugh, said the girl. "I'm leaving Friday anyhow."—*Pure Oil News.*



New officers of Necco Foremen's Club of National Electric Coil Company, Columbus, Ohio (from left): C. C. Kelly (S. & T.); W. N. Reese, (P); F. V. Kimes, (V. P.); P. Mazuzan, (booster foreman). Meeting was held at Scioto Country Club.



New officers of Carborundum Foremen's Club discuss plans. Left to right: William Lias, (S.); Roy Shelso, (V.P.); Paul Work (P.); George Andrews, (T.). Clyde R. Powell, Lehigh Safety Shoe Division of Endicott Johnson Shoe Company, was speaker at election meeting. Using tricks of magic and hypnotism, he emphasized his excellent talk on industrial safety.

Labor Relations

Edited By

Charles A. McKeand



The Creeping Shadow Of Government Regulations

UPPERMOST in the minds of everyone as this is written, and as it goes to press, is the current international military crisis.

Is the Korean affair the small end of the third world war? Will communist China come into the controversy by way of Manchuria or Formosa? Will the Comintern pull the string and cause puppets to break out a conflict in Indonesia? Will Russia, licking her chops for oil, invade Iran? Will Trieste be the point of eruption on the continent of Europe? What plan does Russia have for East Germany?

All of this is impossible to predict, but there is one thing certain—out of all these rapid, kaleidoscopic changes the United States must calculate the complete and total risk and cost that could result, and prepare accordingly. To do otherwise would mean national suicide.

Our whole national apparatus, scientific, economic, political and social, should be geared for any possibility. Within a short time there will probably be manpower controls. The effect will be different than it was in the second world war. Then there were 8,000,000 unemployed to draw from. Today there is practically full employment. Therefore, much more drastic and rigid controls will be necessary to man the war machinery.

All of this affects management planning for training, new products, new services, and specifically it affects labor relations.

Union plans now undergo quick change. The hue and cry for pensions, the build-up for next year's drive for guaranteed annual wages, and other benefits, all will now be placed on the shelf. Labor unions, realizing that manpower controls are imminent—that they will be accompanied by freezes on prices and wages—will make an immediate and drastic drive for as big a chunk of wage increases as is possible to wrangle in a hurry. They will use every political influence they possess to stave off the invoking of manpower and wage controls until they have achieved as much as they can by way of increases.

There, in the midst of all of this pressured arming and preparation for what might become a world wide conflagration, unions will be jockeying for all the gains they possibly can

make prior to the final application of drastic regulations. After that there will be the involved government board procedures for individual cases.

The events of the first ten days of the Korean situation caused all plans for this article to fly out of the window. But we will discuss several of the items we had planned on and try to look at them in light of the present situation.

Pensions

THE most important developments in the field of pensions since our last article are ones which have perhaps escaped much attention but deserve consideration. We refer to the success of the UAW-CIO for area-wide pension plans. An agreement has been reached between the union and 70 tool and die plants in Detroit, covering 4000 employees. The contract provides for pensions financed by employer contribution of 8c per man hour work. The plan is to be administered by a joint board. The employer contributions are pooled in a common fund and workers of the participating employers may change jobs without forfeiting their pensions, providing, of course, the change is within the employer group. Seventy small employers in and about Toledo have also signed up under the UAW-CIO Toledo area wide pension plan.

But where will these agreements be under drastic manpower regulations? Where will the employer be, economically, with heavy wage increases in the offing as a result of stepped up union demands? What will be the attitude of employers and the unions on compulsory retirement at age 65?

The grievance machinery in several instances is already becoming choked over questions arising out of pension agreements. Hypothetically, we have a company, under pressure of producing war material, faced with the question of an inefficient employee having reached the retirement age. What will be the result of the employer's invoking the retirement provision of the pension program in view of the manpower regulations? Yes, we see headaches.

General Motors UAW Contract

IN our last article we gave a brief summary of the provisions of this settlement. Since then much more has

been written about this agreement. General Motors has specifically expressed the feeling that they have purchased five years labor peace, being assured of interrupted production, free to introduce technological innovations, and they can project labor costs for a period of five years. The union is assured of five annual increases of 4c plus further increases if living costs increase, with no ceiling on such upward adjustment. If living costs fall, wages can be cut, but the total wage reduction can result in only 3c.

One wonders where all of this will go if big steel, rubber, and other industries are forced to grant large wage increases through union demands, plus government intervention for uninterrupted production of war material. Will the CIO march along with its agreement with General Motors, or will its rank and file kick over the traces when they see workers in other plants getting wage increases? This is something all members of management will watch with keen interest.

The Taft Hartley Act

ONE of the most controversial laws ever enacted is now three years old. This is, of course, the Taft Hartley Act, which has taken the government farther into the field of labor management relations than it has ever gone before.

The act has been vilified by unions and defended by business. It has engendered support and hostility, but it now has a history long enough to be subjected to interpretation. This law is bound to be a major issue in the 1950 congressional elections. In view of the crisis, the union may make a stronger attempt than ever to cancel off this legislative enactment on the grounds that government's war time powers should predominate and there should be no conflicting legislation.

In retrospect, it is interesting to consider some of the things that have been said about the law. The president in his vigorous veto message of 1947 predicted that strikes would increase. He was wrong. There have been fewer walk-outs. He said that union security would be largely canceled. The law did eliminate the closed shop but more workers are now covered by other forms of union security than ever before. He predicted that the unions would be exposed to suits for contract violations, but few suits of this nature have come up, and most of them have been dropped.

He said that the non-communist affidavits would hinder unions in their effort to clear out communism, but it has spurred them. He said that the bill would weaken labor unions. It is true that their membership is down but this is due to economic conditions. The unions are as vigorous as ever.

The law does not provide a sure way to settle or avert strikes of a national

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emergency nature, or might we say, the government has failed to invoke the provisions of the Act.

During the life time of the Wagner Act only employers were subject to charges of unfair labor practices. The unions claimed that the Taft-Hartley law would bring many charges of unfair labor practices against the unions and paralyze them. The first year of the Act 1947-48, there were 2553 unfair charges against employers, 749 against unions. 1948-49 there were 4154 against employers, 1160 against unions. 1949-50 docket indicates that there will be some 4500 against employers, 1300 against unions.

A look at the record for the last three years shows that where previous union management agreements existed in any form, there are no positive signs of union hardship from the employer-rights section of the Act. The failure of the unions to increase membership have been largely in the geographical areas of the south, among white collar workers and in plants where employees have a long record of refusal to join unions. The employee's rights under the Act have been sustained by the record.

The Taft Hartley Act was drafted largely with one very militant labor union in mind. It is interesting to note that what has happened to that particular individual, John L. Lewis, during the three years of the Taft Hartley Act pretty much sums up the whole story. It has neither proved to be as good as the extremists predicted, or as bad as the most violent claims against it. We still have strikes, the law hasn't settled all the labor problems, but it certainly hasn't crushed unions or enslaved workers. The results in coal, steel and auto prove that.

Multiple Employer Bargaining

MANY industries are parties to industry-wide, area-wide or nationwide joint union-management contracts. One of the most controversial questions in connection with group agreements has been that having to do with the position of an individual employer, and his group, if there is a strike against one plant.

The general counsel of the National Labor Relations Board in a recent opinion refused to issue an unfair labor practice complaint against nine Washington, D. C. dairies, stating that all members of an industry or area-wide employer bargaining group may shut down their plants when the union, which is the bargaining agent of their employees, calls an "economic" strike against some of the members.

In this particular case, the union called a strike against all of the plants and then offered to return to work in six. The employers refused to open their plants on this "divide and conquer" basis. The union filed un-

fair labor practices charging an employer lock-out in the six plants where the union offered to return to work.

The general counsel stated that "in view of the history of multiple-employer bargaining, the employees of the nine dairies constitute a single unit for the purpose of collective bargaining, and a strike against any one or more of the dairies, who collectively make up the employer group, becomes a strike against the entire organization, and justifies all the members of the employer group in exercising their full economic force to counteract the economic force of the union represented by its strike."

Postscript

THE above was dictated, corrected and ready for mailing, but an afterthought causes me to add this postscript.

In the crucial period of the next few months, during which it will be determined whether Korea situation is the beginning of IT, or in itself is the whole show, all members of management, and particularly first line supervision will be called upon to demonstrate unusual leadership and judgement. Members of your work force will be distraught because young members of their families are either in Korea, or on the road to Korea; they have volunteered for service, or they have been drafted. You will see good members of your work force leave to take their place with the armed forces. You will have vacancies to fill, you will have training problems, some of you will go into the armed services. There will be unusually heavy pressure from shop committees and union leaders. The air and the press will be full of news, perhaps the shadow of government regulations will begin to creep over business.

Let all of us remember that we are engaged in a war, not only of the shooting kind, but in a far greater conflict which is for the control of men's minds. The liberty, the peace and the privacy which we enjoy as individuals is at stake in this country. Two distinct ideologies are in conflict: one in which the government is the master and the people are the slaves; and one in which the government is the servant of the people.

All men of management, through their demonstration of good leadership, have the opportunity to help preserve our American Opportunity System.

Interesting Decisions

DISCHARGE OF EMPLOYEES pursuant to union request on ground employees had not paid union dues is both employer and union unfair labor practice, NLRB rules, where no valid union-shop contract was in effect. (Pinkerton's National Detective Agency, No. 20-CA-120.)

TWELVE-MONTH BAN on more than one election in one year does not preclude ordering second election less than year from date balloting in first election was completed where balloting in second election will not be finished until more than year after balloting in first was ended, NLRB rules. (Alaska Salmon Industry, No. 19-RC-453.)

UNION STRIKE against one employer, member of association engaged in single-contract negotiations, is deemed to be strike against entire group of employers, arbitrator states, ruling that other employers had not engaged in lockout by shutdown of their plants. (Langendorf Baking Co., Los Angeles, May 26, 1950.)

UNION STEWARD was properly transferred to lower-rated job in his department on force reduction, arbitrator rules, where contract provides that stewards shall be continued at work in their department so long as any of their constituents remain at work, but does not require retention in their job classification. (National Screw and Mfg. Co., 14 LA 635.)

SUPERVISORY EMPLOYEES may be reassigned to jobs in the bargaining unit according to seniority in cases of permanent layoffs of production unit employees, but under contract provisions, they have no such rights during temporary layoffs is ruling of arbitrator. (Anthony Co., 14 LA 632.)

REFUSAL TO BARGAIN by employer does not exist where he insists as condition to signing contract that union furnish him with permanent employees instead of relief operators, New York LRB rules. (New Garden Theater, 26 LRRM 1179.)

REFUSAL OF EMPLOYER to deal with certain union negotiator was not refusal to bargain under NLRA, U.S. Court of Appeals holds since his presence made good-faith bargaining a futility. Court noted that such negotiator had not been chosen by employees and he had expressed hostility to employer and purpose to destroy it financially. (NLRB v. Kentucky Utilities Co., CA-6, 26 LRRM 2287.)

THREAT TO CLOSE PLANT made to employees by supervisor during organizing campaign can be offset by employer's clear and complete disavowal of such coercive statement one week later, NLRB rules in finding no unfair labor practice. (Marr Knitting, Inc., No. 18-CA-79.)

EMPLOYER INTERFERENCE with employee rights cannot be justified on ground employer was attempting to combat alleged Communist-dominated union, NLRB trial examiner rules in finding employer unfair labor practices. (Stewart-Warner Corp., No. 13-CA-306.)

UNION'S STATEMENTS during organizing campaign to wives and children of employees to "stay out of the way" and statement that there would be no interference from police were restraint and coercion of employees within Sec. 8(b) (1) (A), NLRB holds. (Union Supply Co.—UMW, No. 9-CB-27.)

ASSISTANT FOREMAN is not a "supervisor" where he exercises no independent judgment and acts in a supervisory capacity only sporadically, NLRB holds. (Jackson Daily News, No. 15-CA-193.)

INSPECTORS, although they exercise some control over production process, are not "supervisors" unless they actually possess some indicia of a supervisor within act's definition, NLRB holds in including them in rank and file unit. (Reed & Prince Mfg. Co., No. 1-RC-1471.)

A woman wrote to a lonely heart editor from a very rural spot as follows: "My sister and I aren't exactly lonely out here. We have got each other to speak to, but we need another woman to talk about."

Training Today's Supervisors



Edited By
Louis Lerda

The material in this article is part of a pamphlet called "Salvation is not Free" by L. R. Boulware, vice president, General Electric Company.

The steps that GE has taken to inform its employees and supervisors are described and itemized in this article. They may provide suggestions for other companies who may be planning the same thing.

What General Electric Is Doing In Economic Education

WE take a good look at our product, make very, very certain again that it's right in function and price to suit the current needs or wishes of our customers. We then go out to show the product, ask the right price even though seemingly stiff, and proceed to sell the daylights right out of the something-for-nothing boys.

In fact, I'll bet all you honorable and experienced businessmen here hope for no greater blessing than that your competitors will show up as liars and with bad products.

You know that a few—or many—customers may be fooled for awhile. But you also know that if you keep your product honest, and if you keep warmly plugging the truth to those customers, you will keep most of them and soon get the rest back.

We have become sophisticated in the product field—we don't expect to get something for nothing or, as businessmen, to have to offer it. Millions of man-days of hard and honest selling have done that for us.

We have become just as sensible and sophisticated in the field of morals. A few husbands still fall for the harlots, but about 99.44 percent of the time the wife today triumphs over the mistress. That's the triumph of millions upon millions of character lessons taught at the mother's knee, or at church, or in the hard knocks of life.

With triumphs like these—in the very difficult fields of products and morals—to show what we can do when we really try, there is just no sense in our having the slightest hesitancy in taking on the selling of whatever our study together teaches us to be the sound, and honest, and good, and richly rewarding economic program that's really the one for us all here in America.

Two years ago at General Electric we decided to make a real try at doing our part in providing the information and conditions to help us all be wiser citizens and more productive in each other's interest.

We refused to go on any longer taking these puzzling and debilitating and stultifying problems lying down.

We refused to go on about our customary pursuits—feeling we were technically successful there—while appearing to be failing in the larger and the only really important sphere of true personal accomplishment and real social usefulness.

We realized, of course, that we were not dealing with people just uninstructed in economics. They had been badly misinformed—about economics and about us.

They had been misinformed through the use of billions of their own dollars, and there were billions more available to keep them misinformed.

But, we didn't try to fool ourselves that it was all misinformation. There was all too much that made a sound base for mistrust or resentment in the way we in management had conducted ourselves—or failed to conduct ourselves—in both the material and emotional areas.

So, we had to "hit the dirt"—get really "down to earth"—in establishing a sound foundation on which to build or restore the vitally necessary credibility with our employees and their families and friends. They would have to see by our actions that we were doing right and were on their side—before they would pay any attention to advice we gave them about economics.

We decided the intelligent thing to do was to draw on our sales and general management experience to discover what were all the good things which we did to make us successful with our product-customers but which we were not doing with our job-customers and in the community relations field.

The principle involved was the same as in over-all product marketing, to be sure. We had not only to deserve and make an intellectual sale. Just as important, we had to deserve and make an emotional sale.

And we had to begin at home. We felt we were faced with selling our

free system of incentives and competition—and being sure we deserved to sell it—not as that system operated somewhere else but as is operated in our plants and among our neighbors.

Fortunately, we started with the full realization that it was no short, simple, easy, or even safe job.

Just as in the case of any parents facing up finally to telling the truth about Santa Claus, we were—and are—quite likely to be worse off in some quarters before beginning to be better off.

Especially do we make no claims yet to accomplishment—we are still trying to learn to deserve, and then to begin to get, the confidence of our employees and our neighbors.

For what it may be worth as a case study or some small stimulant, here is what we are attempting:

First, we are trying to get and keep pay, working conditions, and other material characteristics of each job up to the ever rising standards in these respects—and to do so, to as great a degree as possible, VOLUNTARILY. But we have already found—as all do—that these things are not enough—that though our employee be showered with riches and work in a palace, that would never satisfy his quest for significance and his other requirements for job satisfaction. He doesn't live by bread alone, so we have had to go further.

Second, we have been trying to be better "bosses"—trying to get supervisors at all levels to establish genuine and continuous and intimate two-way communication with each employee separately—to mean and make evident our respect for the employee's dignity, to supply the employee with desired information, to give the employee a real sense of importance and participation.

We are trying to shake a life-time's habit-of-mind about values. We are striving for a real inner regeneration that gives us a moving conviction about the necessity, the profit, and the pleasure of putting the human considerations first. We have got genuinely to like all this . . . to mean all the new good things we do and say.

We are trying to get our supervisors to act like gentlemen, like our salesmen do, instead of acting like traditional bosses—to the end of getting the employee to want to do what's wanted and not in any sense be driven to do so.

We spend by far the greater part of our thought and effort on this genuine humanizing of the boss at all levels—for his own greater inner satisfaction, incidentally, as well as for his greater effectiveness toward the main objectives of greater material and spiritual satisfactions for his employees.

For we think that, if we in management at any and all levels are to deserve to sell ourselves and our

ideas, we must literally be born again. We don't think it does the slightest bit of good for any of us to go around talking "on the side of the angels" if our conscious or unconscious actions go on speaking twice as loudly "on the side of the devil."

We have come to realize that, to keep from failing as commercial leaders from here on, we must first become deserved successes as human leaders.

Far from being expensive, we believe such activities can open a whole new economic frontier with all sorts of profitable possibilities to owners, employees, and public.

Third, we are trying to have our employees know, our neighbors know, and the public know that we are trying to furnish good jobs and be good bosses—and how we are trying to do that. We are using all the usual avenues of private and public communication for this. We feel we have to repeat and repeat and repeat that we are trying—and describe *how* we are trying—to make jobs good, keep jobs secure, and be a good corporate neighbor.

But we think we have found that even if the employee—and his family and neighbors—feel he has got the best pay, best working conditions, and best boss in town—if he feels his boss and company have been literally "born again," are on his side, and are really putting human considerations first—it still isn't enough.

He goes into the grocery or other store, finds prices that seem outlandishly high. In a flash, this seems to confirm a lot he has been told—told by the agents of those very ones who have been doing the diluting of the money and causing the high prices while blaming businessmen.

He concludes that the grocer—and his own boss back at the shop—are the representatives of a system that is not being operated by people on his side, but by people who are against him—who are maybe even exploiting him, as claimed.

His family and neighbors are too likely to conclude the same.

Unfortunately, the facts will not speak for themselves in this area any more than they will in the commercial area. The facts have got first to be good—but then they have got to be constantly pointed out and explained and repeated to him—just as the commercial customer has to be both initially sold and then kept constantly reminded.

Fourth, therefore, we are trying to do our part to promote sound economic thinking and action. We are attempting the job of deserving and getting an understanding of our own operations . . . and then deserving and getting favorable recognition for the over-all economic and social consequences of the way we in management

have embraced our opportunity and carried out our obligation.

For us to accomplish this—and have a favorable climate for our further operations—the public has got to be helped to understand the rudiments of sound economics, and then the public has got to have itself and its representatives be guided by the sound principles of economics so learned.

This is a big and hard job. But we think it can be done, and that it's got to be done if business management—



GE's Vice President L. R. Boulware . . . In a surprise move in June 1947, he was charged with carrying out a new concept of Mr. Wilson's at GE—that of seeing if General Electric couldn't be as successful in bringing out "new models" of jobs and selling those jobs to employees, as it had been in continually getting out improved models of turbines, transformers, toasters for sale to customers. Before that he had been general manager of GE's manufacturing subsidiaries. During War I he was Captain of Infantry; in War II, operations vice chairman of WPB.

in fact, if our free system of incentives and competition—is to survive.

Here is how we are trying to do our part in this job of economic education:

1) We in top management first are trying to learn sound economics. We are seeking to understand clearly the good objectives we are for. We are trying to learn the sound methods by which we can safely move toward those objectives rapidly. We are hoping to become qualified to present a set of sound principles with such warm, moving, obvious clarity as to excite the enthusiasm of all who come in contact with such a helpful and attractive ideology and, in turn, to stimulate them to the zealous teaching of all with whom they come in contact.

2) We in top management ourselves are trying to master the subject in such a way that each of us can go be-

yond mere passive teaching and be an example of one who has a clear confidence in the soundness and attractiveness of the promises our way offers—one who is willing to mount the platform or face the radio microphone or television camera and try to argue rings around any advocate of collectivism or other something-for-nothing philosophies.

3) When we have thus qualified as teachers and examples ourselves, we want then to go on to see that all in our management, at all levels, become competent teachers of sound economics and inspiring examples of ready and convincing and available speakers, or even debaters, on the subject of the greater promise of what we advocate.

4) Then we are going right on beyond management to all our non-supervisory employees and trying verbally and in print to prove we can explain to them, and inspire their confidence in, this free system of ours and the relationships of wages, prices, taxes, profits, savings, technological improvement, capital formation, retained earnings, etc.

5) Right while we are trying to develop something of this sort of competence within our own General Electric organization, we are at the same time presuming to go out beyond our office and factory walls into the communities where we operate, and there try to help the families and neighbors of our employees begin to understand the economic and citizenship problems about which they are so puzzled, so troubled, so anxious.

We find the typical G.E. employee averages 50 neighbors. We have found it a complete, and maybe cowardly, waste of time to try to give an employee correct economic information about something that is bothering him, and then let him go home to face 50 neighbors who are misinformed on the subject and who therefore gang up on him to attack all too successfully the things he has learned.

Consequently, our weekly economic and policy messages to our 200,000 employees are repeated as paid 1,000-line advertisements in the daily newspapers of our plant communities, and regularly reach almost 7 million of our employees' neighbors.

Incidentally, these messages deal only with currently controversial subjects. There is no use, in these times, of wasting money and effort on things people agree on.

6) But the printed word—and the other activities — of one employer among his employees and neighbors is not enough—is hardly even a beginning. So, we are at the same time presuming to try to persuade other employers—and other good citizens—in the same communities to engage privately and publicly in adult economic education, and to concentrate on

—not avoid—the controversial issues. We are urging that these efforts be not one-shot affairs but a way of life until we can get a clear understanding of how people do act—and how we all ought to act—in the face of material needs and material desires—which is about all there is to the study of economics.

7) One of the best starters toward broad interest in economic education in a community is the city-wide economics course.

We have been a party to some successful experiments with 200 to 700 businessmen and other leading citizens participating in elementary economic instructions and discussion.

Two more of these are in process now, and we are trying to help arrange for a great many more, for the interest is very great everywhere.

We are encouraged to believe there is possible a chain reaction from continuous city-wide courses in a community—whereby economic education can pyramid down to the general public through the subsequent work of the members of the organizations having representatives at the city-wide sessions. Economic discussions and education can thus get to be the "thing to do" in the community.

We have even been encouraged with estimates that a substantial portion of the adult public could get importantly corrective economic information in even a matter of months rather than years.

There are many difficulties as to courses and leaders but that ought not to stand in the way. We ourselves are struggling with several different approaches to the problem, and I'll be glad to submit our ideas in detail to anyone who will write me in New York.

But this is no job for one company or for the employers and other good

citizens in a few communities. It's the job for every businessman—every citizen—to go back to school on economics individually, in small groups, in big groups . . . to learn from simple

text books, from organized courses, from individual discussions with business associates, in neighborhood groups, at the club or bar, on the train or bus.

Human Relations

Edited By



and the art of
MANAGING

Dr. William Levy

It doesn't take any skill to make people unhappy, but it is a real art to make people happy.—Fred Smith.

Essays On Management

Here is the fifth of ten essays submitted to us by John MacIntosh, supervisor of planning of the Surface Combustion Corporation at Toledo.

ON FINDING THE ANSWER

By J. N. MacIntosh

THERE'S too much to know about any one subject, for any one man to remember. The busy executive will not clutter up his mind with statistics that belong in reference files. He will not keep in his head what he can keep at his finger tips.

The good executive will not always know the answer, but he will know where to find the answer. Success in business depends more on the ability to "find" than on the ability to "remember".

Able management knows the importance of "getting at the facts". It does not rely on the memory of "know it all" experts. Conclusions must be based on accurate, reliable information. Overcrowded brains become stagnant with misinformation.

Give me the man who will admit his lack of knowledge, and seek competent counsel, and I will give you a truly great executive.

Helps And Hints

John L. Greer, President of the United Pic-Up Corporation of Glendale, California was formerly a club service manager and area manager for the NAF. He has consistently shown keen interest in NAF activities and we are indebted to him for furnishing us with the following excellent thoughts on "the management club". . .

What Can Happen . . . When A Management Club Matures

THE analogy may be somewhat painful and you and your club may think it is not true but this observer believes that most clubs go through several growth periods.

First—the Baby State. Somebody with greater knowledge, experience, and desire to help, assists in getting a new club into operation. Its officers, its members, and even the company must be provided a helping hand to make certain the new "Baby" gets through its crawling, toddling stage.

Second—the Youngster State. In its second and third years the young club experiences many growing pains. It finds many adjustments somewhat painful to some of its parts (members) who are being shaken out of their lethargy, old associations, old concepts. Newer personal relationships are forming which are cutting across older and rather rigid departmental and organizational lines. Broader horizons create greater impulses but cause more work and add responsibilities.

Third—the Teen-Age State. In its fourth to sixth years the growing club becomes adolescent and cocky. It suddenly has all the answers and thinks its parent (NAF) looks a little old and somewhat unnecessary. The teenager would like to try his own wings and independence of action has a lot of lure. It is during this age that some clubs fall by the wayside due to self-esteem, complacency, or lack of real mature judgment.

Fourth—the Age of Maturity. When many of its members have held offices, believe they know most of the club's problems and are in danger of suddenly becoming old instead of mature is due to their failure to do two things: keep growing and to pass on their experience to younger and newer members who need the same kind of guidance and help they originally received when they were novices.

The real test of maturity in a club is determined by what it does for others. Is it sufficiently grown-up and



"That's nothing . . . Wait until I demonstrate our new molasses tank-car!"

sure of itself that it no longer need be concerned primarily with its internal affairs? Or are they in such orderly control that it can release at least half of its energy and its trained personnel to take those experiences and activities outside the plant and office into the community?

There are many questions one might ask to test the maturity of your club organization. Possibly these few will stimulate you to ask yourselves some of the others:

Does your yearly program include any services which are designed to enlighten your community about your club, about your company?

Does your program include a plan of bringing into your meetings other organized groups from your community as your guests to enjoy your brand of management programming? For example have you ever invited into your club meeting the executive council of

Your local Chamber of Commerce
Your school
Women's clubs
Service clubs
Social clubs, and the like?

When you have such guests, have you planned to give them a plant tour? How well have you planned all phases of your Management Club presentation to make sure that your guests will get not only a good picture of your club in operation, but will hear something and see something of the objectives of your club in relation to your company objectives and operations?

How good a show are you capable of putting on for these guests? Once having obtained that high a standard can you afford to lower it thereafter? If you maintain at each meeting a high standard, can you afford not to have many guests carefully selected from your community to share in your unusual management activities?

Expenses? Of course! Build your budget to properly support your program and your company will be happy to be your partner.

Book Reviews

INDUSTRIAL MATERIALS HANDLING

By C. H. Barker, Jr., I. M. Footlick, C. F. Yarham, J. F. Carle.

THIS new text, published by Lincoln Extension Institute, Inc., 1401 W. 75th St., Cleveland (\$4.75) is a pioneering survey of known basic principles, practices, equipment, and application of materials-handling techniques.

Chapters are devoted to such areas as fundamentals, selection of equipment, handling equipment, conveyors, overhead handling equipment, power industrial trucks, fork trucks, pallet

system, unit loads, plant layout, how to make a materials-handling analysis, a typical solution, materials-handling organization. The book is bulging with tables and charts, drawings, illustrations, calculations, formulas—contains list of related publications, films.

Since materials handling, the text points out, adds nothing to the intrinsic value of the product itself, and since such costs are considerable in manufacturing operations, there is a rapidly growing tendency to explore potential savings.

It is a handbook which foremen and other plant management should find invaluable in familiarizing themselves with what is available in mechanized equipment and methods for possible cost reduction. All the authors are men of experience in industry on materials handling problems.

By bringing together under one cover a complete outline of this subject, the publishers have performed a service to plant supervision which has long been needed.

Case Studies

Case Study No. 6 . . . Truth Is Stranger Than Fiction

We are indebted to one of our Midwest Directors for this case illustrating the application of a sound philosophy which averted a tragedy and assisted a very disgruntled employee to become a superior worker. We are presenting the case just as it was transmitted to us without any modifications and also including a letter to the writer of this incident.—Editor

How Would You Have Handled This?

ONE morning when I looked at my mail I found a roughly executed cartoon showing an injured man on a stretcher, just outside an operating room, with the caption—"Be Careful—This Might Have Been You" and signed by one of our co-workers.

The writer looked the cartoonist up, found that he was thoroughly discouraged, disgruntled, felt that he had been given a very dirty deal recently in his work; frankly said that he had a lot of hate in his heart. The writer, who knew that he just had a very discouraging experience, ignored the matter entirely and told him that he was going to publish the cartoon on the Bulletin Boards and possibly in the employees' magazine. Also, told him that when he thought he had a good idea, to put it on paper and send it to me. If it was appropriate, I would use it—otherwise I would not. Also told him that hating people, no matter how wrong they were, did him no good and could do him much harm. (At that

time, I did not know that he had made up his mind to kill the man he blamed for his trouble.)

Also told him that I thought he had some talent and if I were right I would advertise his cartoons in industrial circles and it might some day mean something to him. That the only way he could make good NOW was to learn to love his job. (he hated it) and make good on it.

A few days later I received the following astonishing letter (*included at the end of this case) and was much disturbed by his emphasis on his hatred and the personal grudge and I was interested in knowing what he meant by divine guidance. So the next time I met him, he told me with a great smile and a hearty handshake that he thought God must have sent me there at that particular time, 3 p.m., because he had made up his mind to kill his personal grudge at 9 a.m. the next day.

Also, that he saw how terribly wrong he was regardless of what had been done to him, and that he had no more hatred of anyone. He intended to show the man he blamed that he was a good man, do a good job, and that he felt a bright new future was opening up for him and he did not feel frustrated anymore.

A few days later I received a letter which showed that he was really back on the beam on his own job.

The writer showed the first cartoon made when this man's heart was full of hate, and the second one he made after he got the hate out of his mind and heart, and all he could say was: "Gosh, I wouldn't believe it". His plant manager said "Good God—I would not believe it possible".

To the plant manager the writer made this point: The first cartoon was made by a thoroughly disgruntled employee—the second by a happy employee. While the first was very crude, the second was the work of a master cartoonist. The disgruntled worker produces less parts, more scrap, less quality, and gets hurt oftener. The contented happy worker produces more parts, less scrap, better quality, and seldom gets hurt.

This case history is a dramatic presentation of what a state of mind can lead to and what can be done about it.

The wife says it is like heaven around the house now. The man says and proves by his work and his actions that he is happy and the Company has a man who will go all out to do his part. And the writer did not spend 20 minutes of his time for the small part he played in the matter.

Remember: If the employee checked his worries and family at the plant gate, supervision's job would be immeasurably easier. But they don't, so we must watch for changes in his behavior pattern and talk to him in a friendly manner. So many things indicate a wrong mental state, a state of

worry, such as less production, more scrap, poorer quality, more minor personal injuries—a change from a happy friendly disposition to a sour taciturn, unfriendly one—from one who used to smile and doesn't now, etc., etc.

Remember this also: the employee's conclusions may be 100 percent wrong, but to him he is 100 percent right, and all his thinking and actions are predicated on his conclusions, so our job is to locate the trouble and remedy it.

The human mind is a wonderful and fearful thing. What goes on there no one but the individual knows. The writer knows of cases where a superintendent has by watching changes in employee behavior, saved an employee's life. One case the man's wife had left him and he had decided to end it all the following day. The supervisor talked to him—his wife came back—his four children are happy and we have a good co-worker.

What scares the writer is that our timing is too darn close for comfort and we don't always do so well.

One superintendent got a letter from an employee at 8 a.m. He was busy and didn't read any of his mail until 10 a.m. This letter said at 10:30 a.m. that day this man intended to blow his brains out. The superintendent checked hurriedly, found he was not working—sent a supervisor in his car to this man's farm some miles from the plant, told him not to worry about speed laws, but when the supervisor got there—the man was lying on the porch with a big hole in his head.

What do you think? Doesn't it pay for a supervisor to know his people?

* * *

(Letter)

Dear Friend:

It is hard for me to put down on paper the things I have in my heart, and yet I want you to know how I feel.

I believe you were sent over to talk to me the other night by some divine guidance, because I needed then more than any other time in my life a lift. I was harboring thoughts of hate, fruitlessness of life, and a very personal grudge. I feel you did more for me in that short talk than anyone I've ever known. You gave me a new confidence in myself, a new outlook or perspective, besides making me feel I have a very new and happy goal to work towards.

I can't live this day-to-day life with no plan in view—I feel like I stalemate if I don't have something to accomplish or surmount. Maybe that is one of my failings—I want to accomplish too much in too short a time—I look too far ahead and miss some of the important things I should see and accomplish along the way.

I'm thankful that it was my privilege to acquire your acquaintance in the past and receive your warm felt attention the other night. I sincerely believe that is a test of friendship we often need and seldom receive.

I hope some day I have your philosophical viewpoint of people and life.

Sincerely,

"Men are more important than tools. If you don't believe so, put a good tool into the hands of a poor workman."—J. J. Bernet

Answer Please

Question—Can you provide me with any help in planning a GOOD AMERICANSHIP program to be sponsored by our Club?—G. W. B. (Ohio)

Answer—Following are a few suggestions for your proposed program:

- 1) Write to the Grayson Administrative Conference, Grayson Division, Robertshaw Fulton Controls Company, Lynwood, California—ask for complete outline of their regularly functioning civic committee.
- 2) Write to John Lalko, secretary, Hamilton Foremen's Club, Hamilton Manufacturing Company. Two Rivers, Wis. During January they sponsored a series of meetings in which participated not only club members, but sub-foremen, gang leaders, school teachers, clergy, and industrial representatives of Northeast Wisconsin Industrial Association.
- 3) Write to Dr. George Benson, president, Harding College, Searcy, Arkansas, regarding possible suggestions in connection with Freedom Forum.
- 4) Contact Roy Bell, Room 200, 725 Spring Street in Los Angeles for the West Coast for details concerning the proposed Freedom Forum Program there.
- 5) Contact Ed Howard, P and C Hand Forged Tool Co., Box G, Milwaukee P. O., Portland 22. The Greater Portland Management Club has done considerable work in this direction receiving a reward from Freedom Foundation for activities.

Question—In our production control class we are about to study ECONOMIC LOT SIZE. Can you provide me with any books on this subject?—S. G. R. (Pennsylvania)

Answer—In checking with our Library I find one book PLANT PRODUCTION CONTROL by Koepke which devoted a number of pages to the subject. I have asked our Librarian to transmit this to you.

In addition we recently received a book which will be placed in our Library within the next few weeks entitled WORK ROUTING IN PRODUCTION by Younger and Geschelin. This book is also being sent to you.

Question—Can you provide me with some suggested topics for panel discussion in which executive management forms the panel and other club members participate?—C. O. (Ohio)

Answer—Here are a few that I have used successfully myself or have seen function well when used:

- 1) How can we develop more effective communications between various areas of management?

- 2) How can we develop more effective supervisor-worker relationships?
- 3) How can the supervisor function most effectively as an administrator in his relationships with staff departments?
- 4) How can the management club contribute most effectively to the company?
- 5) How can we get 60 minutes work out of the hour by our employees?
- 6) How can we instill in management men the desire for individual development?
- 7) How can we develop management as a profession?
- 8) Leadership—what is it—how do you achieve it?
- 9) What weaknesses or needs of management can be remedied by conferences or training?

Question—What is the policy of most companies on sending flowers and cards in cases of deaths and illness of employees?—A.F.C. (Ohio)

Answer—Most of the companies with whom we have had contact usually send flowers to employees' families upon the death of the employee. This is from the company. Usually men from their departments or close intimates will also send them.

Calendar

Aug. 7	NAF Seminar	Dayton
-11		
Aug. 21	NAF Seminar	St. Louis
-25		
Sept. 13	NAF CONVENTION	Buffalo
-16		
Sept. 25	Management Development Institute	Toledo
-29		
Oct. 10	2nd Annual Wisconsin NAF Conference	Milwaukee
Oct. 16	NAF Seminar	Cleveland
-20		
Nov. 6	NAF Seminar	Dayton
-10		
Nov. 20	Management Development Institute	Chicago
-24		
Dec. 11	NAF Seminar	Dayton
-15		
Dec. 18	Management Development Institute	Pittsburgh
-22		
1951		
Jan. 23	NAF Indoctrination Seminar	Dayton
-24	for New Directors	Dayton
Jan. 25	NAF Board Meeting	Dayton
-27		
Mar. 3-4	NAF Bowling Classic, Hagerty Bowling Center	Toledo
Mar. 10	6th Annual Northwest Management Conference	Portland
Mar. 15	Amer. Society of Training Directors Convention	Philadelphia
-17		
Apr. 30	4th Nat'l Materials Handling Exposition, International Amphitheatre	Chicago
May 4		
Sept. 26	NAF CONVENTION	CHICAGO
27, 28, 29		

When Noah sailed the waters blue, he had his troubles same as you. For 40 days he drove the ark before he found a place to park.—Sunshine Magazine.

Rules of the Game

From page 9

of candidates for all offices, and announces the slate to the entire membership;

c) president gives ample opportunity for further nominations from the floor for each office, one by one;

d) election by secret ballot is held.

4) To aid in your use of the chart, an example of each motion is given. Start at the bottom (the Main Motion) and read up, to see how one motion must necessarily take precedence over another; then, read examples of the motions to reconsider and repeal.

5) Definitions:

ORDER OF PRECEDENCE—this order is listed on the chart, from the highest at the top, to the lowest at the bottom; it is of the utmost importance in preventing confusion, since a motion which takes precedence over another must be brought to a vote before the other, even though that other motion has already been made.

CHAIR—the presiding officer.

SUBSIDIARY MOTION—one applying to the Main or certain other motions.

INCIDENTAL MOTION—one arising from another motion, which must be decided before the other motion.

PRIVILEGED MOTION—one of such urgency as to require immediate action.

QUORUM—the minimum number present in order to carry on business (this number should be stated in your club's constitution).

MAJORITY VOTE—more than half the votes of a quorum.

TWO-THIRDS VOTE— $\frac{2}{3}$ of the votes of a quorum.

REFERENCES:

ROBERT'S RULES OF ORDER REVISED, General Henry M. Robert, U. S. Army, 1943, Scott, Foreman and Company.

PARLIAMENTARY PROCEDURE AT A GLANCE, O. Garfield Jones, 1934, Appleton-Century-Crofts, Inc.

Washington

From page 4

sity and he backed the Administration program one hundred per cent. He was defeated in the run-off election, however, by Willis Smith, a lawyer and former president of the American Bar Association, who attacked virtually every measure of the President's program in his campaign.

On the other hand, Senator Lister Hill, of Alabama, one of the relatively few Administration supporters from the solid South, has been renominated and, in the recent campaign in South Carolina, Senator Olin D. Johnston defeated former Governor Thurmond. It is true that Senator Johnston campaigned against FEPC legislation and criticized the President in his speeches,

but he has been a consistent supporter on the floor of the Senate of fair deal legislation.

Seasoned observers are having a

difficult time to establish a trend. It appears that personalities and local issues are largely the controlling factors in the election results to date.

Dear John:

Supervisor Andrew S. Brindza, veteran of 24 years service at Blaw-Knox in Pittsburgh writes his friend John Balquist in New York about the communism spread in America as he sees it. Foreman of the Road Equipment Department, Andy was first president of the Speaker's Club of the Blaw-Knox Foremen's Club—past year has served as club vice-president—is highly respected by all his associates in both management and worker groups.—Editor.

Pittsburgh, Pa.
February 26, 1950

Dear John:

It has been ten years since you left Pittsburgh and moved to New York City. I have corresponded with you all those years. Now I am writing you this letter to let you know, if you haven't heard, about our friend, Matt Cvetic. I am calling him a friend since last week. For nine years I really believed he was a Communist. A disgrace to his family, brothers, sisters and the community in which you and I lived. Right at the present time he is No. 1 man in Western Pennsylvania. More power to him. He deserves all the credit that any man should get. He should be cited for a special award, like some of the men received during the war period.

That brings me back to what you and I are doing to combat communist activities and propaganda in our communities. I have read, studied and kept in close touch with the various phases, the spread and the significance of Communism in America and throughout the world. If I can help arouse the liberty-loving people of my community, and the place of my employment, to a realization of the aims and objectives of World Communism, or World Revolution, which Communist agitators in America are fanatically organizing and setting in motion, while our own loyal citizens are lulled to sleep—I shall consider that I have rendered a worthwhile service to my community and the company I work for.

I may be called a "Red-baiter." If that term means an American who challenges every principle of Communism, and who will expose and resist it on every occasion, then I concede the charge is true. I am not asking for drastic measures nor for any trouble from anybody. The surest and best ways to combat the spread of Communism in a free country like ours is to present the facts like our friend Matt and to inform our people about its fundamental principles and its program. Once the facts are properly known and properly digested, there need be no fear of their corrupting the free institutions and our form of government guaranteed by the Constitution of United States.

World Communism can neither be shrugged off nor laughed away. It is the most powerful evil force in the world today! It threatens the very existence of Christianity, democracy and liberty among many people of the world today.

So it is time that you and I, as citizens of this great country, should throw all our efforts behind this drive. To cure the evil disease that has come upon us.

A great decision confronts us today. America is fast becoming the last hope of men. We have proved the American System by raising the standards of living and life higher than those of any nation on earth. We proved it by winning the greatest war in history. Is freedom, then, to be defeated by slogans and foreign propaganda—or fifth columns? You and I must not be marked as of the generation who surrendered the heritage of a free America. That must never come to pass.

As friend to friend, these are the principles that I stand by.

Please send me a reply outlining your principles and your remarks about the greatest issue in the world today. Let's determine to preserve the land and faith of our fathers.

Your friend,
Andy



Dayton Frigidaire group which participated in recent educational program of Dayton Foremen's Club (from left—first row): H. Jones, L. Frederick, R. Pearson, G. Engle, R. Graman, (instructor, formerly of Frigidaire), F. Thompson, W. Surrell; (second row) P. Kinnison, G. Limbert, E. Storck, M. Stewart, R. Morefield, J. Matosky, G. Groves, E. Bollheimer, H. Headley, H. Wright; (third row) E. Earnhart, E. Rickert, R. Peterson, J. King, M. Marshall, J. Peck, R. son, S. Arens, H. Burger, C. Green, V. Pummill, R. Eyler, K. Smith, J. Welch, N. Zuroweste, C. Shepard, P. Nock, W. Coffman, W. Patrie, M. Kortwright, R. Murphy; (fourth row) P. Robertson, S. Arens, H. Burger, C. Green, V. Pummill, R. Eyler, K. Smith, J. Welch, N. Zuroweste, C. Davis, A. Tobe, R. Allen. Absent when photo was taken: R. Peach, P. Hartley, G. Haines, R. Haines, E. Kemmerer, R. Hermetz.

Management News

Dayton Club holds education program

Dayton, Ohio—Dayton Foremen's Club conducted a very successful educational program the past season. It seems that the foremen of the Frigidaire Division of General Motors took quite an interest in this program, as you will probably note from the picture.

These are the men from Frigidaire that attended; and of the 128 who were in class at some time during the period, 49 were from Frigidaire. We think their company should be proud that their men have taken such an active interest in such a worthwhile program.—H. K. Headley.

Lockheed installs officers

Burbank, Cal.—The Embassy Room of the Ambassador Hotel in Los Angeles was the scene of the Lockheed Management Club's annual installation of officers.

The occasion was highlighted by re-

marks by Lockheed's President Robert E. Gross, who took the opportunity to laud the retiring officers for their fine record and to wish the new officers hearty success.

This fifth annual dinner dance, attended by more than 800 members and their wives and guests, rounded out a year of activity that witnessed some new innovations in the Club. One of these was the inauguration of the Man-of-the-Month Award which honors one of those behind-the-scenes members who has consistently and untiringly devoted his time to the Club's interests.

At this meeting W. H. (Bill) Meek was presented the award by outgoing President Bob Pearson. Pearson also awarded Management Club scholarships to graduating high school seniors who emerged with top honors from the group of many who competed with essays on the subject, "Will Further Education Increase My Opportunity in Industry?"

New President Donald M. Tuttle keynoted his acceptance by saying the coming year would be marked by thinking built around aims for indus-

trial and civic improvement.

B. W. (Butch) Messer, vice president of Zone A. NAF, administered the oath of office to President Tuttle; J. A. Harrison and M. E. (Duke) Shoop, V. P.'s; G. E. Hill, S.; J. G. Robertson, T.; V. E. Geren, Airquipment representative; T. E. Cleland, L. A. S. representative.

With dinner and business dispatched in good time, the Club concluded the enjoyable event dancing to the rhythm of Stan Myers and his popular dance band.—M. E. Smith.

They know about deducts—how about benefits?

Lancaster, Pa.—A "bank statement" which shows each employee the full amount of protection he has through membership in the Company's insurance programs is being issued periodically by the Armstrong Cork Company here. Employees who have five or more years of service are receiving it.

Employee response has been enthusiastic. Statement shaves away complexities, reduces to "dollar-and-cents" the amount of coverage employee has in the life, disability, and health program, amount of his coverage in hospitalization and surgical benefits program, amount of income he has built up toward his pension. An estimate based on his current income is made showing amount he can expect upon retirement. Each employee receives the two-page report after each five-year service anniversary.

Reports have shown that most employees have little knowledge of how much protection they have. Although aware of deductions from pay checks, they have a meager knowledge about



Shown with certificate with members signatures is past president of Clayton Mark Supervisor's Club (Evanston, Ill.) Thurston Wickland, given him in honor of his service—and NAF Director W. A. Barry.

MANAGE August 1950

their life, permanent disability and sickness insurance, their retirement plan, their hospitalization and surgical benefits.

Since adoption of the plan, more than 8,000 employees (65 per cent of Armstrong labor force) have received statements.

California Zone clubs award scholarships

Los Angeles—Culminating the 1950 Zone "A" N.A.F. scholarship program, at a banquet June 22 the Zone "A" clubs of the National Association of Foremen played host to 17 regional scholarship winners who were sponsored by Convair Management Club, Ceramic Supervisors, Grayson Administrative Conference, Lockheed Management Club, National Supply Management Club, Times-Mirror Foremen's Conference.

Fifteen of the students had previously been given individual club awards of \$100 each and two had received \$250 individual awards presented by the Lockheed Management Club.

This year the clubs in Zone "A" raised funds to provide a \$500 major scholarship award. At the banquet, the grand prize winner of this award was named. Lucky man was Theodore Malone from Grossmont High School, La Mesa. Ted will attend the College of Business at the University of Illinois to major later in personnel management. Tom Jeffers, N.A.F. Zone "A" scholarship chairman and a member of the Grayson Administrative Conference, Lynwood, presented the award.

Speakers were George Mackenzie, supervisor of trade and industrial education, Los Angeles City Schools; Herman Schlund representing the McKinley Home for Boys.—T. H. Jeffers.

Dole makes annual scholarship award

Chicago — Dole Valve Management Club, for the second consecutive year, presented a scholarship award of \$100 to a graduate of Austin High School. Presentation was made on June 8 at two school assemblies totaling 4500 students. Wm. V. Ponticell was presentation speaker for the Club. Winner was Fred L. Glenn, a graduate of the technical course. Fred will use the award toward expenses at Coe College where he will take up a pre-engineering course.—C. J. Schanz.

Wrought Washer reports 'enterprise' activities

Milwaukee, Wis. — The Wrought Washer Foremen's Club activities for the 1949-1950 season presented a program which included both sides of the controversy between the American Free Enterprise system and the socialistic trends of modern government. Free Enterprise proponents were NAF speakers and Melvin King of the



PAA MANAGEMENT CLUB PRESENTS SCHOLARSHIP—Richard H. Hewins (second from right) 24-year-old war veteran and business administration student at the University of Miami receives the \$500 scholarship offered by the Pan American World Airways Management Club at the group's June meeting in Miami. Scholarship will be presented annually to a deserving business administration student at the University. Left to right: Richard M. Adams, president of the PAA club; Humphrey W. Toomey, manager of Latin American Division of company; Hewins; James C. Oliver, assistant Latin American Division advertising manager.



NAF Regional Manager J. V. Kappler congratulates newly installed officers of Bendix Aviation's Management club at Kansas City (from left): D. Parker (T.); C. Schlitzer (S.); A. Pierce (V.P.); H. Williams (P.); Mr. Kappler.

Allis Chalmers Mfg. Co. who presented a freedom forum conference. Along this line the membership joined in by writing their congressmen protesting Reorganization Plan 12. Socialistic endeavors were highlighted by having a representative of the Social Security board present an outline of present and future plans of government social security and old age insurance. State Senator Bernhard Get-

tieman gave a talk on state political affairs and proposed legislation.

As a civic endeavor the membership donated funds to allow several boys to attend an annual Boys Camp sponsored by St. Lukes Church of Milwaukee.

New officers for the 1950 season were elected: Joe Huber, president; Irv Chycinski, vice president; Henry Vida, treasurer; Don Wanek, secretary.



Greater Portland (Oregon) Management Club presents certificates after completion of Conference Leadership Training course, conducted by Dr. Wm. Levy, which 24 members completed. Al Stuart receives certificate from Education Committee Chairman Ed Howard.

AC exec addresses American Forging

Pontiac, Mich.—Joseph A. Anderson, works manager for A. C. Spark Plug company, Flint, addressed a recent meeting of the Management club of American Forging and Socket company.

His topic was "The Growing Responsibilities of the Foreman."

He stressed the need for foremen to employ all means within their grasp to develop qualities of leadership so that they will be able to supervise with fairness and understanding, and thus merit loyalty and respect.

Feature of the meeting was presentation of a scholarship to Perry Dooley, Pontiac High school senior, by Daniel M. Watts, factory manager, on behalf of the club.—A. B. Swartz.

108 scholarship entries at Convair

San Diego—Seven winners of \$100 awards in the 1950 Convair Management Club scholarship contest have been announced by Ed Caldwell, contest chairman.

They are Dee Wier and Peggy Arnold, Chula Vista High School; Theodore Malone, Grossmont; Robert Legge and Douglas Pillsbury, La Jolla, and Ellen McDaniel James and John Howard, San Diego Junior College.

Judges were Leo B. Calland, city director of parks and recreation; Superior Judge Robert B. Burch; W. Wade Ambrose, president of Westgate-Sun Harbor Co. Club members R. I. Morse, C. W. Power, and Howard R. Kennedy screened the record number of 108 entries. Other members of the scholarship committee were R. H. Gililand, D. R. Archibald, Harold L. Pope.

Theme of this year's contest was "Will Further Education Increase My Opportunities in Industry?"—R. J. Dillon.

Navy brass at Lockheed

Burbank, Calif.—The appearance of Captain John Tucker Hayward, United States Navy, as guest speaker, together with resident Navy brass, at Lockheed Management Club's June dinner meeting provided an atmosphere of salt air and gave rise to the mass rendition of "Anchors Aweigh"



Three members of the Briggs Management Club, of Detroit, proudly stand behind their high school graduate children, winners of this year's three \$1,000 college scholarships annually awarded by the club. Left to right are Ralph Townsend, Sr., and Ralph, Jr., Marion Figurski and son, Donald, and Grover Thompson and daughter, Marjorie. Contestants were judged on their high school records, a three-hour written examination and personal interviews by the judges.

which vibrated the deck and shook the bulkheads of the Oakmont Country Club.

The Captain, universally called Captain "Chick" Hayward, spoke on "Carrier Based Heavy Aircraft." He was instrumental in working out many experiments involving the aircraft his listeners build and, needless to say, his description of these experiments was keenly interesting.

Club President Don Tuttle sketched plans for sponsoring a San Fernando Valley Club. This project is expected to get under way immediately.

Tuttle extolled the virtues of the "Man of the Month," after which Carl Squier, vice president of sales, presented Borden Coulter with the award for his effective work on the Management Development Program.

Meeting concluded with showing of a motion picture on aircraft field service narrated by Bob Hope.

This was the new officers' first meeting and it was conceded that Program Chairman Don Stone provided an interesting and enjoyable evening.—M. E. Smith.

Hamilton Manufacturing reviews 'economics' activities

Two Rivers, Wis.—Our group effort in "Economic Education" has been directed mainly to our own members or to our employees as follows:

1) A program entitled "The Economic Facts of Life" presented under management auspices by Industrial Management Engineers, Chicago. This Forum consisted of a series of four presentations covering various economic problems, beamed at the foremanship level. The individual sessions were compounded of skits, short talks,

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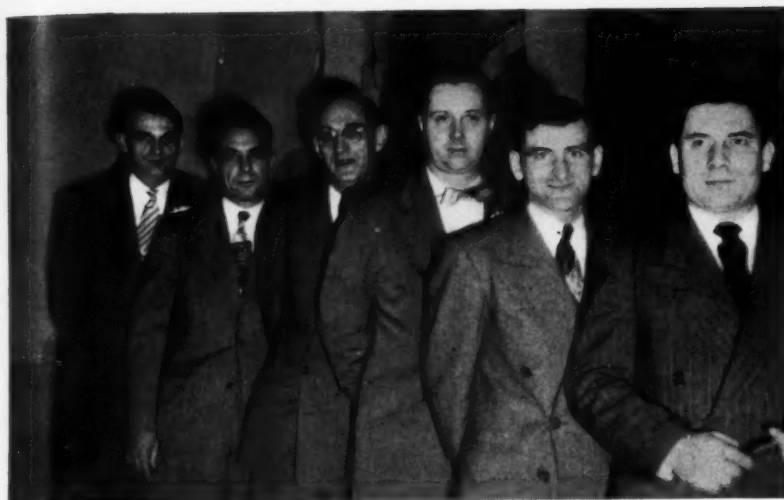
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FORE-CASTERS' new officers at National Malleable and Steel Castings (Cicero, Ill.) from left: Treasurer Koski; Program Chairman Brani; Financial Secretary Parsons; Rec. Secretary Bowyer; Vice President Schmitts; President Bartoz.

Cleveland-Oliver makes scholarship award

Cleveland—An outstanding scholar and president of The Student Council, Patricia Wawrzniak, Euclid High School Senior, was awarded the 1950 Scholarship Award of the Oliver-Cleveland Management Club.

The scholarship established in 1949 is awarded to the graduating senior of Euclid High School who best fits the club's requirements of scholarship, leadership, and need for the help provided by the award. Open to both boys and girls it provides \$400 for tuition and fees at any college of the winner's choosing.

In accepting the award, Miss Wawrzniak thanked the club for the honor it had conferred upon her, announced she was planning to major in science so she could enter the nursing field.—*L. D. Ogle.*

Carnation Milk appoints junior board

Seattle, Wash.—Carnation Milk Company this week took a forward step in new management trend, by appointing a nine-man junior board of directors, composed of Carnation junior executives.

E. H. Stuart, Carnation's president states: "This forward step in management technique will give the younger executives in our organization an opportunity to become better acquainted with the inner workings of modern business."

Board function of the junior board will be to formulate and recommend desirable management policies and practices to the senior board of directors, and to make recommendations on assigned problems.

Those appointed initially to the junior board are: William Backstrom (chairman), Robert C. Evans, and Austin C. Smith, all assistant vice presidents; John M. Reilly, assistant chairman of finance committee; W. G. Fisher, general purchasing agent; H. E. Olson, Carnation treasurer; Troy V. Cox, vice president; S. A. Halgren, Carnation secretary; Paul H. Willis, general advertising manager.

chart demonstrations, and audience participation—they were subtitled:

The "Why" of Work
Buying with Hours
We Have What We Make
Why Kill the Golden Goose

2) A lecture by Clarence Akridge of the NAF. Subject: "Management Opportunities."

3) A program planned and presented by the sales department of the Company, "The Customer Is King". Representatives and leading dealers from our several lines were invited to Two Rivers, where at a regular Foremen's Club meeting they put on a fine panel discussion of their problems and what the dealer and the public expects from us.

4) A talk by a prominent local man on the subject of "Wills and Estates."

5) Monthly letters, management-sponsored, to all employees including foremen's group, on various economic subjects of general interest. Largely devoted to an analysis of the American System of Free Enterprise.

6) Foremen-sponsored weekly educational movies, shown to shop groups. Series consisted of 12 weekly showings, two hours duration, of educational and entertainment films.—*V. F. Hall.*

Tool Steel Gear group elects officers

Cincinnati—New officers were elected for 1950 at June meeting of Tool Steel Gear Management Club: William Henry, president; John Ruehl, vice president; Roy Moore, treasurer; Roy Harris, secretary; Directors: Arthur Shipp, John Stolz; Frank Oberle, Edward Jackson, William Miracle, Ray Stoppel.

Herman Look, former treasurer who has just completed 40 years service with The Tool Gear and Pinion Company and is now retired, was honored by being presented with a lifetime membership in the Club. Herman, who has the affection and respect of all

those who know him, is still hale and hearty and is expected to attend our meetings for many years to come.—*E. Jackson.*

Diamond Alkali group names officers

Painesville, Ohio—Officers elected to head Diamond Alkali Foremen's Club for 1950-51 were announced at the June meeting. H. E. Case, president; D. F. White, vice president; C. P. Stitzel, recording secretary; J. E. York, financial secretary; Clifford Talley, treasurer. Stephen Ragley and Harry Carrig were named to the board of control, and George Olle is the new NAF director. Delegate to the NAF Convention will be Harold Moser.

Diamond Alkali foremen ended their season with a dinner-meeting which featured the noted deepsea diver, lecturer, author and explorer Irwin A. Williamson presenting undersea films which he explained.—*H. L. Mayhew, Jr.*

Big Jeep order

Toledo—The United States Ordnance Department in July placed an order with Willys-Overland Motors for 8,350 Jeeps, the aggregate cost of which will be \$22,291,330.40.

The order, largest placed with Willys in last five years, one of the largest placed with any single automotive company since the war, nearly doubles that of June, 1949, when Willys was instructed to supply more than 4,000 Jeeps and parts for Army purposes at a cost of \$12,139,500.

Taken with other orders, still unfilled and covering trucks and other vehicles, engines and varied parts, the order places Willys' total of unfilled orders for government agencies, military and civil, at approximately \$43,000,000, approximately a fourth of the company's total sales for its best year since the war.

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As top management of Clark Equipment turns out in force at Company's Battle Creek Foremen's Club spring meeting. The officials briefly described functions of their departments. From left: Company Vice Presidents King, Schirmer, Habicht, Schultheis; Com-



troller Nelson; NAF Director Davis; Club Secretary Boice; Company Sec.-Treas. Arnold; Company Vice Presidents Bixby, Mack, Lyon; former Club President Hedstrom.

Staley revises pensions

Decatur, Ill.—Pensions exceeding \$150 a month will be paid under an agreement between the A. E. Staley Manufacturing Company, corn and soybean processor, and local union No. 837 of the United Automobile Workers-AFL.

The United Press reported in a story recently, according to the Company, that the most liberal pension plan in industry to date had been granted by the Budd Co., Detroit. Payments as high as \$140 per month are possible under the Budd Co. plan, according to United Press.

The STALEY plan, which revises a pension system established voluntarily by the company in 1941, provides for a minimum pension of \$100 per month for employees retiring at age 65 with 30 years service.

Based on prevailing earnings, however, officials of both Staley and union estimate that more than 80 per cent of the employees eligible for retirement within the next 10 years will receive more than the minimum. Some pension payments will exceed \$150 per month.

The plan, which includes primary Social Security benefits, is financed entirely by the company and is guaranteed in a contract with the union for a 5-year period—covers all the company's 2,800 employees.

Earl Heaton, regional director of the UAW-AFL, described the plan as "one of the most liberal in American industry today."

Variety key to Ceramic program success

Los Angeles—Change of pace in programs pays off in big attendance for Ceramic Supervisors of Gladding, McBean & Co. Six worthwhile features at the June get together brought a record turnout, helped keep members' interest high.

"We try to work into each program the right balance of serious business

and light diversion to keep our meetings moving swiftly and guarantee attention of each member is focused intently on the business at hand," program chairman Hawks stated after the meeting.

Taking office were Jack Keenan, president; Marvin Dye, vice president; John Snoddy, secretary; Roland Hughes, treasurer. All are shop foremen. Installation was by Bob McKennan, Zone A director, National Supply Company.

Three \$100 scholarships were presented. Two of the winners were from McKinnley Home for Boys, traditional recipients of Ceramic scholarships since the club instituted the Program in 1946. Winners were Earle Dearden and Jerry Duncan. A third winner, picked from eligible sons and daughters of employees, was Alvin Rankin, son of Mrs. Florence Boyd, pottery finisher at the Glendale plant. Mrs.

Boyd has been with Gladding, McBean & Co. since 1936. This latter award will be a regular part of the program in future years.

Ernest Chiesa left the June meeting \$80 richer—won the \$10 prompt attendance prize which had accumulated for eight months. A. Lee Bennett, company vice president, drew the winning name from a complete roster under guidance of Virgil Lee, attendance committee chairman. Attendance drawings have done much to encourage a good turn-out and assure meetings opening on the dot.

Program was brightened by the Nichols Sisters in a novelty act, membership applauding for encore after encore. Secret of outside entertainment at club meetings is securing real talent. Large space, special lights and props aren't necessary if performers "get" the audience from the first. Experience has proved the best and most



OFFICERS INSTALLATION at Ceramic Supervisors of Gladding, McBean & Co., Los Angeles. From left: NAF Director McKennan; J. Keenan (P.); M. Dye (V.P.); J. Snoddy (S.); R. Hughes (T.).

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interesting programs consist of more than one or two elements. In addition to the main item and the surprise features, the club has long given a monthly prize to raise funds for special club programs: Ladies Night, special outdoor picnic.—Allan Paul.

New officers elected at American Thermometer

St. Louis—Nominating committee of American Thermometer Foremen's Association in late June recommended the following slate: John Devine for president; Charles Buschart, vice president; James Thavrides, treasurer (2nd term); J. Russell Lowe, secretary; Walter Schulte and Ralph Jacobsmeier, directors. The incumbent president, Jack Curtis was surprised when a petition was presented requesting that his name be placed on the slate for re-election. Though pleased at this note of appreciation for the splendid job he performed during the past year, he declined to run and the nominating committee's slate went into office unopposed.

Taking up the gavel, President-elect John Devine entered into the spirit of the evening, an outing, by proclaiming: "Thank you gentlemen for your votes. Right now I want to go on record as favoring two policies: (1) short business sessions, and (2) more meetings in E. St. Louis, where I live." After appointing Harry Placke to a vacancy on the Board of Directors he adjourned the meeting.—T. Boyd.

Worcester Pressed Steel in 'recognition' stunt

Worcester, Mass.—The search for suitable forms of recognition for jobs well done is often on the mind of management today. At Worcester Pressed Steel Company, it took a rather unusual form. There, employees had worked hard, put in long hours of overtime to meet the promised date on samples of an important new part wanted for the television show in July. The stampings involved new pioneering in forming high alloy material, and the promised delivery date was met.

On June 16, nine Presteel employees took off from Worcester in a specially chartered plane to visit the customer's plant where their work will be assembled into a complete product. Group was headed by J. Walter Gulliksen, general superintendent, and included Carl R. Hakanson, tool foreman; Thomas J. Galvin, anneal foreman; Bruce A. Deming, chief draftsman; three toolmakers, Philip Z. Lajoie, Robert W. Hendrickson, Peter J. Holm; two skilled die-setters, Ernest L. Frost, Henry C. Bedard.

These employees will have a clear understanding of how important their work is, and will be able to pass the word along to the rest of the shop when the part gets into production.

Group was photographed by the Worcester Evening Gazette, and further publicity was arranged by the customer who was most cooperative.

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During the Asheville, N. C. board meeting of The National Association of Foremen, several officials were photographed as they completed a tour of Spindale Mills. From left: Ways and Means Committee Chairman Harold Lyda; W. Littlejohn, Spindale Mills Foremen's Club president; R. A. Arduser, NAF first vice president; B. A. Hodapp, president; J. E. Bathurst, executive vice president; B. W. Messer, S. T. May, L. R. Porterfield, vice presidents.



NEW CHARTER presentation to Mobile Division Supervisors Club of Alabama Power. Making presentation to new officers (from left) is F. H. Coupland of American Cast Iron Pipe (NAF director); J. T. Gass (V.P.); C. W. Forrest (P.); W. C. DeLoach (S.); O. K. Walker (T.). Group has potential of 60 members. "Congratulations!"



SOLAR (AIRCRAFT) MANAGEMENT CLUB'S NEW OFFICERS take a bow in San Diego. From left (seated): B. S. Gamson (T.); W. F. Rader (V.P.); F. C. Heinig (P.); Red Patton (S.); (standing) E. Kite, V. J. Scherkenbach, D. Perkins, W. H. Marrow, E. S. Clark, Control Board members.



NEW CLUB officers, Foremen's Club of Spang-Chalfant (Divn. of National Supply Co.), as they received charter of affiliation with The National Association of Foremen in June. From left (seated): C. Metzger (P.); J. Kight (V.P.); (standing) J. Clave (T.); J. Frederick (S-financial); E. Pentermann (S.-corresponding). Speakers during presentation included F. W. Bremner, National Supply vice president. "Congratulations!"



WINS \$500—Theodore Malone (left) winner of scholarship award given by California management clubs, receives check from Scholarship Chairman T. H. Jeffers of Grayson Administrative Conference. He was one of the 17 who had won scholarship awards sponsored by management clubs at Convair, Gladding McBean, Grayson Divn. of Robertshaw-Fulton Controls, Lockhead, National Supply, Times Mirror.



'As free men . . . we proclaim'

Maple Grove, Ohio—In full page advertisements in three plant-city newspapers, sponsored by 410 employees of Basic Refractories, Inc., its workers on July 3 proclaimed their belief in fundamentals of religion, freedom, and the competitive system as these exist in America. They pledged their wholehearted support to these concepts with their individual signatures inscribed on the ads.

W. Penna. NAF Council reports rated clubs

Pittsburgh—Standard of excellence ratings have been awarded several Western Pennsylvania Affiliated Clubs and others are pending. Among these are: Robertshaw Foremens Club, Youngwood; Elliott Foremens Club, Jeannette; Duraloy Foremens Club, Scottsdale; National Works Foremens Club, McKeesport; Blaw-Knox Division Foremens Club, Blawnox; Rieco Foremens Club, Greensburg.

Clayton D. Kuester, past chairman, will conduct a forum on "area council activity" at the convention in Buffalo.

Chairman J. C. Baughman met with the newly formed Constitution Committee. Area councils will be interested in the draft, which will be placed at the disposal of the Dayton office after adoption.

Joe Oliver, second co-chairman of the Affiliated Clubs, Universal Cyclops Club, has resigned and will take up new duties elsewhere in the country. His philosophy, the "NAF" code, will no doubt result in success for both Joe and the "NAF" in which he will retain active membership. "Our best wishes to you, Joe."

Ray Monsalvatge continues his methodical, regular visits in this area. We are fortunate indeed to have such a devoted area manager.

The district clubs, served in various capacities by Clarence Ackridge, who recently announced his retirement, extend thanks for his devoted attentions and wish him great satisfaction in his new work.

Early indications point to a good representation at the Buffalo convention.—John C. Smith.

I. C. exec at Scully-Jones installation

Chicago—June 7 was installation of new officers at Scully-Jones Management Club. Joe Kalmanek, retiring president, handled the job very well. New officers are: A. W. Johnston, president; Edward Schaefer, vice-president; John Schroeder, treasurer; Henry Bueker, secretary.

Speaker Harvey C. Marmaduke, Executive Department, Illinois Central



SCULLY-JONES MANAGEMENT GROUP's (Chicago) new President A. W. Johnston (left) receives gavel from retiring President J. Kalmanek.

Railroad Company—was introduced by J. D. Lockrem. Marmaduke used a visual aid presentation on **SUPERVISION FOR SUPERVISION**—an analysis of five lessons learned by predecessors in the school of experience that should be studied by every new supervisor. Talk was inspirational to new and old supervisors alike.—J. R. Brown.

Briggs 'Indiana' awards scholarships

Evansville, Ind. — Briggs Management Club's Scholarship Award of \$100 was presented to Ray L. Clark at the club's monthly dinner meeting in June at Westhaven Gun Club.

Mr. Clark was chosen the winner in a 500-word essay contest sponsored last April by the club for seniors of Mechanic Arts School. Contest subject was "What The Student Expects Of Industry."

Presentation of the award certificate and check was made by Harold Napier, president. Contest judges were members of the club's Personal Development Committee, headed by Orval Bee, chairman, and C. C. Robinson and A. H. Holtz, representing the faculty of Mechanic Arts school.

Clark plans to continue his education with a view to becoming an industrial engineer, expects to attend Evansville College this fall.

Mr. Robinson, principal of the school, lauded the Briggs Club in starting the scholarship program. He expressed confidence that this may serve as an incentive to other local industries.



At June Conneaut Lake event of Talon Foremen's Club, Meadville, Pa. (from left): 1949-50 President E. C. Anderson; Mrs. Anderson; James Coletta, guest speaker; Mrs. Rice; F. T. Rice, president elect 1950-51.

Talon reviews programs

Meadville, Pa.—During the past season Program Chairman D. W. Murray has furnished the Club some very educational and interesting programs. Our more important monthly meetings included:

(1) Tour of the General Electric Plant in Erie; (2) Lewis Walker, President of Talon, Inc. talk on "Talon's Future"; (3) C. E. Blass, Talon Planning Manager, on "Talon's Material Handling Program"; (4) Charles A. Kothe, Tulsa, Oklahoma, on "Manage-

ment Vision—The Key to the Future"; (5) Charles E. Noble, Dean of Hendricks Chapel—Syracuse University, on "Are We Vulnerable"; (6) Tommy Henrich, of the N. Y. Yankees—This was a family affair, and Mr. Henrich entertained the kids with his baseball stories.—J. Charlton, Jr.

Shirtsleeve Stuff

From page 5

what qualifications a worker prized most in his "foreman". Results were highly interesting: 73 per cent stated that "fairness, a sense of humor, and dignified friendliness" were the most important characteristics in just that order. Many workers stated that they distrusted a too friendly foreman. At the same time they did not want a "frozen pussied" individual. Virtually every worker stated that too many foremen have lost their sense of humor if indeed they ever possessed one.

A survey made of factories in Los Angeles and San Francisco revealed that workers preferred foremen to be in the late forties and early fifties rather than being "bright young men". Same survey pointed out that foremen should be rotated at least once every four years to other departments so that both departments and foremen would not get in a "well defined rut".

Finally this survey pointed out that one of the best methods utilized was reported in a San Diego plant where all foremen had to attend, one night weekly for 13 weeks, a class in psychology taught by a practicing psychologist. The class specialized in industrial handling of workers and was mandatory for foremen. According to plant management, handling of workers is as important if not more so than handling of actual materials.

An American couple decided to send a play pen to a friend in Northern Canada on arrival of her fourth.

"Thank you so much for the pen," she wrote. "It is wonderful. I sit in it every afternoon and read, and the children can't get near me."

They were talking on the phone and he said: "Where can I get hold of you next Thursday?"

And she said: "I don't know; I'm kinda ticklish."

"Your husband looks like a brilliant man. I suppose he knows practically everything."

"Don't be silly. He doesn't even suspect anything."

"Could you," the specialist asked, "pay for an operation if I found one necessary?"

"Would you," countered the patient, "find one necessary if I couldn't pay for it?"

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Industry... at work

For Your Information

NEW booklet "Investment for Jobs" containing hitherto unpublished statistics on just what it takes to create a job and outlining a program to counteract unemployment is available from **U. S. Chamber of Commerce** (25c a copy—25 or more at 15c each) . . .

American Cladmetals Co. will send free copy of 16-page booklet describing Rosslyn metal, new cladmetal made of stainless steel with copper core. Address Company at Arch Street, P. O. Box 544, Carnegie, Pa. . . .

A 72-page practical guide, "Handbook of Material Handling" (with industrial trucks) is published by **Electric Industrial Truck Association**. (\$1.00; special quantity prices). Courtesy copy available for executives (request on company letterhead); also professors of engineering colleges. Address Association c/o Department PR, 3701 N. Broad St., Philadelphia, 40 . . .

New booklet "Let's Consider Your Whole Water Problem" available from **Hall Laboratories, Inc.**, Hagan Bldg., Pittsburgh 30. Typical service problems with illustrations showing flow schemes of water in process and disposal . . .

Remington Rand's new line of low-priced "Revere" file cabinets described in booklet LBV538. Address Company at 315 Fourth Ave., New York 10—or any branch office . . .

Often mistaken for corrosion or rust attack

is the so-called "red water" or "iron water" resulting from oxidation and precipitation of iron in the water at its source. Manganese in the water similarly causes "black water." Both frequently induce fouling of water lines and equipment, staining of textiles, laundry and paper pulp, off-color dye shades, consumer complaints. An effective, low-cost solution is the so-called "threshold treatment," already in widespread municipal and industrial use, whereby minute amounts of "Calgon" are continuously fed to the water stream before the iron or manganese present can precipitate. Described and pictured in a new folder offered by the manufacturer, **Calgon, Inc.**, Pittsburgh, 10 . . .

Whiting Corporation announces a new distributing policy for its Merchandise Sales Division, according to Stevens H. Hammond, president. Past year, the Division's line of materials handling equipment has been completely reorganized, expanded to include electric chain hoists, package and bulk material conveyor systems, overhead monorail and light crane systems, hoist-type cranes. Twelve sales territories have been organized, manned. Materials handling equipment distributors being appointed, mainly established firms among industrial distributors, hardware wholesalers, automotive equipment jobbers. Also included in the Division are Corporation's line of Quickwork rotary shears and stamping trimmers which will continue to be distributed through selected machinery dealers.

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patronize your manage-
ment publication.

Industry...at work

(Continued)

Who's Doing What?

IN AC Spark Plug, A. S. Holmes, former Eastern (sales) region manager, succeeds the late E. B. Powell as Pacific Coast manager. E. F. Hanlon, former zone manager (Eastern region) succeeds Holmes. . . . Additional manufacturers' representatives announced for **International Register Co.**, Chicago (time switches): E. T. Vonier Co., Denver; Cooper & Weiss, 81 Murray St., N. Y.; S. H. Colman Co., Newark, N. J. New "service station" for company: Abbott Electric Co., Seattle, Wash. . . . J. M. Rochschild becomes vice president in charge **Chicago Show Printing Co.'s** Eastern sales division. . . . J. B. Ward is now vice president and general manager of **Addressograph-Multi-graph Corp.** . . . J. F. Gordon becomes vice president of **General Motors** in charge of engineering staff—was GM vice president and general manager of Cadillac Division. . . . Dr. L. P. Seyb named manager of research of **Diamond Alkali**, succeeding J. E. Underwood who becomes research consultant.

Products and Services

NORTON COMPANY, Worcester, Mass., has a new and fully equipped grinding school known as the "Norton School of Grinding," staffed by its own men, carefully selected for technical teaching and practical knowledge of grinding techniques. School offers both theoretical and practical approaches to uses of abrasives and the art of grinding.

Basically, the school is designed to teach the practical application of grinding and allied abrasive processes to the company's own sales trainees and plant supervisory personnel, to its distributor salesmen (both domestic and foreign), to customer personnel, and to instructors in grinding from engineering, trade, and vocational schools.

Grinding machines and grinding equipment, representing all major types of grinding, have been laid out in addition to classrooms, conference rooms, offices, exhibits, an instrument room, stock room, locker rooms. Even portable bleachers were designed for easy and effective observation by trainees of grinding demonstrations.

Thirty pieces of grinding equipment were required for the school's workshop. Department has six full-time personnel who carry out the administrative and basic training functions. Staff is supplemented by engineering, research, and service specialists from the company's several divisions.

Courses comprise the practical functions of all types of grinding including cylindrical, surface, internal, centerless, tool and cutter, cutting-off, disc, rough and free hand grinding. Other subjects covered are the properties of abrasives and bonds; precision tumbling; polishing; lapping; surface finishes; grinding of non-metals; injury in ground surfaces; grinding compounds; form grinding;

safety, care, handling and storage of grinding wheels; and activities of the research, development, and publicity organizations at Norton Company.

During a typical year 150 distributors' salesmen and 100 customers' men will receive instruction in this school, plus about 10 Norton sales trainees.

Management responsibility for the new school comes under the guidance of Wallace T. Montague, vice president and manager of Business Planning and Development. . . .



Giant PROTO socket wrench weighs 67 pounds.

GIANT PROTO Socket Wrench Weighs 67 Pounds. . . . Manufacture of a special socket wrench with a 6" hexagon opening—the largest PROTO socket ever built—has been announced by the Plomb Tool Company, Los Angeles.

Socket was designed for use with impact equipment by road maintenance crew of a large water and power utility. Has outside diameter of 9 1/4", length of 8", drive size of 1 1/2", weight of 67 pounds. By contrast, the smallest PROTO socket (shown at the right in the picture) has an opening of 3/16", weighs only 1/50th of a pound. . . .

Army-Navy Certification announced for 3/8" new Pantex Hydraulic Precision Relief Valve . . . Valve had been certified previously for Army and Navy aircraft for 1/2" tubing. This cartridge type relief valve with pressure settings from 100 to 5,000 psi is available for industrial use in housings ported for 3/8", 1/2" and 3/4" pipe. Inquiries direct to Hydraulics Division, Pantex Manufacturing Corporation, Pawtucket, R. I. . . .



New Norton School of Grinding (note portable "bleachers" at right for easy trainee observation).

Newly developed **rapid action spark plug cleaner combined with spark plug indicator** Introduced by AC Spark Plug division of General Motors.

Encompasses number of improvements, which make possible a faster and more thorough cleaning job, more accurate determination of the operating condition of spark plugs. Latter enables serviceman to show relative operating efficiency of old plugs compared with new ones—will indicate when plugs need replacement.

Other features: easily read indicators; large capacity water trap; easily accessible compound container for refilling; spindle shelf for storage of gaskets and adapters.

The compact cleaner-indicator unit is streamlined in design with baked enamel finish, blue, with orange and white. Over-all dimensions, 20 inches high, 18 inches wide, 14 inches deep; weight 20 pounds; sturdily constructed for long service. . . .

Power brushing, used to remove excess lube from valve tappet holes and cylinder bores in automobile motor blocks, is bringing large time and cost savings to a leading automobile manufacturer.

By supplying the right brush with the right quality wire, **The Osborn Manufacturing Company**, Cleveland, Ohio, has made possible a high quality finished product which greatly adds to the life of the automobile.

In addition, using power brushing rather than the old method of honing, 75 per cent fewer re-runs are required to blend the lube into the pores of the cylinder walls. Down time of the machine, due to clogging during the honing operation, is eliminated.

Osborn strip brushes used in the cylinder bores are 4 1/2 inches long and 1 1/8 inches high, made of .008 crimped steel wire mounted six to a set on the heads of a multiple head vertical-boring mill.

Motor block is indexed into position and brushes lowered into bores. Spring tension plus centrifugal force throws the brush face against the inside diameter. Head oscillates up and down approximately eight times and is withdrawn. Operation is completed in less than one minute, with the brushes rotating at 75 revolutions per minute.

Osborn tube brushes used to clean valve tappet holes are made of .007 crimped steel wire, are 6 inches long, with one inch outside diameter, mounted on a 12-spindle turret type drilling machine. Cleaning is done automatically for approximately 30 seconds. Brushes rotate at 800 revolutions per minute. . . .

Of interest to the metal industries in particular and to industry in general are **three new powerful two-hand portable special purpose cutters**, manufactured by H. K. Porter, Inc., Somerville, Mass.

For cutting extremely hard materials (stainless steel rods, wire, pins, up to 3/8" diameter) Porter has designed new carbide edged cutters with tough carbide edges firmly brazed to cutting jaws. . . . New hot metal cutters are for use in cutting hot steel bars, rods and wire up to 3/4" diameter in steel mills, fabricating plants. Special hot work steel and special heat-treating of the jaws insure long life under continuous duty.

For cutting expanded metal and heavy gauge metal lath, the new metal lath cutters have specially designed center cut jaws with pointed noses to allow cutting in narrow places—3/16" capacity. . . .

Originally developed for the auto body repair field, Porter-Ferguson Hydraulic Equipment has proved such an economical and practical answer to so many varied maintenance, industrial and construction jobs, that H. K. Porter, Inc., Somerville, Mass., is offering to general industry a **new Porter Hydro-Midget Industrial Unit**.

Powered by a 3-ton capacity hydraulic jack with specially designed attachments and accessories, unit provides flexible, controlled

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power for pushing, spreading, lifting, bending, straightening. The ways in which the unit may be assembled are limited only by the ingenuity of user. With chains, hooks, toes, rubber bases, etc., innumerable special jobs can be completed quickly and economically. The jack is of the remote control type. Pump and reservoir are separate from the ram but connected by flexible, high pressure, oil-proof rubber hose, providing convenience, versatility and safety. The capacity rating of 3 tons of the jack is for direct push or pull; ratings on offset loads with attachments will be somewhat less. Fully portable. . . .



JOHANSSON QUICK GRIP milling machine chuck with bayonet locking nut claimed to give much closer fit to the chuck body than with threaded chucks.



Photograph showing component parts of the QUICK GRIP chucks, precision made of special alloyed, hardened and ground steel with inserted sleeves of tempered spring steel. All work surfaces are ground to very high precision and fine finish.

NEW design in milling machine chucks revealed by introduction of Johansson milling machine chuck, a fast change chuck for different sizes of straight shank end mills and arbors for shell end mills. Exclusive features of the Johansson chuck include the bayonet locking nut, proved to make mill shanks run true because the chuck nut is given a much closer fit in chuck body than expected with threaded parts.

Made of the finest Swedish steel of special alloy, hardened and ground. All working surfaces precision finished. Fastened to machine spindle either by a pullrod or by 4 bolts. Locking grip is of such power that end mills up to 3" in diameter can be driven on heavy cuts. On light cuts still larger mills may be used.

Available in 5 sizes, larger chucks with shanks fitting Morse, Brown and Sharp, American Standard taper. Smaller chucks with straight shanks, used as inserting tools for the larger chucks. Take shanks from 1/8" to 1 1/2". Standard sleeves are: 1/8", 3/16", 1/4", 5/16", 3/8", 7/16", 1/2", 9/16", 5/8", 3/4", 7/8", 1", 1 1/8", 1 1/4", 1 1/2".

Further information, Eric S. Johnson Co. 230 East Ohio Street, Chicago 11. . . .

A new permanent magnet clean-up unit made of highest grade magnet material and designed for use in lumber yards, garages, upholstery shops, machine shops and any

Safety Salon

Solvent safety for small plants

New York—Accident frequency and severity rates in small plants are roughly double those of large plants, G. E. Johnson, assistant chief of the Division of Industrial Safety of the State of California, recently pointed out.

The small plant owner may be unable to afford a full-time safety engineer, but he cannot afford to be without a safety program, and the owner himself must direct and guide the program. He pointed out that in the small plant one bad accident can wipe out several years' profits. Stressed that "little good is accomplished by safety propaganda in irregular and infrequent doses. . . . safety mindedness is achieved only by the constant attention to safety in every phase of the day's work."

Where solvents are used, "safety in every phase of the day's work" requires:

1) Knowledge of the hazards of the solvent employed. The manufacturer's label usually provides information on these properties. Such information should also be put on any small containers of solvent withdrawn from the original drum.

2) Where solvent is used constantly or frequently, properly engineered systems and equipment to prevent escape of solvent vapor into the working atmosphere and unnecessary wetting of the hands with the liquid.

3) Where solvent is used only occasionally, either personal respiratory protection or suitable temporary ventilating arrangements which will protect

workers from the solvent vapor.

4) Control of solvent distribution in the plant so that one person charged with the responsibility of issuing solvent will know who wants it and what for.

5) Regular and frequent servicing of solvent-using equipment, ventilating systems, and personal protective equipment to make sure all are in good working order.

6) Good housekeeping so that spilling and careless handling of solvents are avoided, accidental spills are wiped up promptly, solvent-soaked rags or wastes are disposed of in airtight containers.

7) Immediate attention to complaints of discomfort or illness which suggest there is exposure to solvent vapor or that individuals complaining may be unusually sensitive to the vapor. Medical examination may prove desirable to verify or refute the cause. It may also be desirable to have an analysis of the workroom air made by a chemist.

The small plant owner who needs help in setting up a solvent safety program or on periodic checks on the safety of his plant can usually obtain it without charge from his state or city industrial hygiene service. — Safety Research Institute.

Revere safety test availed to industry

New York—A new type of safety test for employees, developed by Revere Copper and Brass with help of Syracuse University, has proved so successful it is being availed to industry generally, according to John H.

hard-surfaced area where nails, bolts and scattered ferrous materials must be removed from floors or alley-ways has been announced by F. W. Shrader Company, 5788 Washington Blvd., Culver City, Calif.

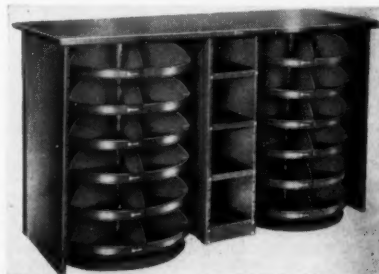
Comes in two models to fit varying needs: one 24 inches wide, one 36 inches. Both suitable for use on smooth or reasonably uneven surfaces. Easily maneuvered in areas where ferrous material must be picked up. Feature is lever-operated clean off, by means of which the load may be dropped with a simple flip of the handle, cleaning material from the magnet.

New rotabin counter . . . Designed to increase the availability of storage space under counters, the new F-G-M rotabin counter provides aisle access to 72 large compartments in twelve 28" diameter independently rotating trays, four other stationary spaces for large items.

Entirely of steel, counter will stand up under hard usage. Counter top is formed

from a single heavy gauge sheet. Center shelf section is bolted in.

For additional information: The Frick-Gallagher Manufacturing Company, 250 S. Broad Street, Philadelphia 2. . . .



Frick-Gallagher's new rotabin counter.



Typical cartoon strip from Revere Safety Test. In first and third both are wrong. Only center panel is correct—because man handling carboy of acid has both gloves, goggles.

Eikenberg, vice-president in charge of industrial relations.

Since put into practice more than three years ago, test has become essential part of the concentrated Revere Safety Program, helped bring a steady decline in Revere's accident rate. In 1948, Revere's frequency rate was 8.8 as against 17.2 for all manufacturing and an average of 13.8 for the "non-ferrous basic shapes and forms" group according to records of the Bureau of Labor Statistics, U. S. Department of Labor.

At the conclusion of 1949, Revere had established a frequency rate of 7.6 per million man hours worked. 1949 Department of Labor records for comparison not available at announcement time.

These figures have attracted the attention of other manufacturing concerns, said Mr. Eikenberg, and their interest in the Revere program has been such that the company has made arrangements with Science Research Associates, Inc., 228 S. Wabash Avenue, Chicago 4, to publish and distribute the copyrighted test material, with instructions for its use.

Mr. Eikenberg's announcement marked the first general release of information on the techniques and purposes of the test. The key element, Mr. Eikenberg explained, is a book of 162 cartoons, a picture-type quiz, which is used first to pre-determine an employee's "safety-awareness", and secondly, for the all-important instruction phase.

Mine Safety Appliances dedicates huge lab

Pittsburgh—World's largest research laboratory devoted to development of safety equipment for all industries was dedicated in Pittsburgh, June 14, by the Mine Safety Appliances Company.

About 400 leaders in safety and industrial hygiene and health, top industrial executives, attended the exercises.

Principal speaker was Ned H. Dearborn, Chicago, president of the National Safety Council.

Mr. Dearborn hailed the opening of the laboratory as one of the most significant advancements in the history of this country's industrial safety movement.

The new laboratory was dedicated

to memory of John T. Ryan, international pioneer in industrial and mine safety and co-founder of Mine Safety Appliances Company. Mr. Ryan died in 1941.

George H. Deike, president of the company and original partner of Mr. Ryan in its founding 36 years ago, traced the firm's history.

Facilities of the new lab will be used in developing equipment and devices to combat hazards of all types. Constantly changing industrial processes bring new hazards that must be overcome by new safety equipment, Mr. Deike pointed out.

Safety equipment and instruments for use in such relatively new fields as air pollution and atomic energy are among projects planned. There also will be continuing research to improve existing safety devices and rescue apparatus.

In the four-story laboratory building are many types of research instruments and equipment: high altitude chambers; dust, fume and gas chambers; a wind tunnel; an electron microscope that permits study of dusts and other substances at a magnification up to 100,000 times.

The library of the new laboratory contains a comprehensive collection covering the fields of safety and industrial health and hygiene. An experimental shop on the ground floor manufactures new models of instruments and equipment developed through research.

Director of Mine Safety Appliances Company's Research and Development is Dr. William P. Yant.

Following dedication exercises, guests were taken on a tour of the new laboratory to witness demonstrations and exhibits of research and testing procedures.

Company displayed its entire line of safety equipment, hundreds of products ranging from tiny first aid kits

Industrial leaders, safety directors, public health officials attended dedication of the new safety research laboratory of Mine Safety Appliances Co. Here is Harry S. Moses (center), president of H. C. Frick Coke Company and new head of coal operators association, examining a miner's cap lamp. On his right is George H. Deike, president and co-founder of Mine Safety Appliances. On his left is John T. Ryan, Jr., executive vice president of the company.

to a complete mobile laboratory for air pollution surveys. Display was described as being the most comprehensive collection of safety equipment ever assembled at one time.

Colgate group asserts foreman is key man

Jeffersonville, Ind.—In its May bulletin to members of the Colgate Management Club, the foreman was "elected" as the key man above all others in insuring the safety of plant workmen. The bulletin presented its arguments in this way:

Who Can Do Most To Prevent Accidents?

The foreman. The foreman can do more than all others combined to prevent accidents. Without the foreman's cooperation and active participation, no campaign to prevent accidents can be successful. An individual foreman can prevent accidents in his own department regardless of whether or not the entire organization is safety conscious and working cooperatively to prevent accidents.

Why Should A Foreman Be Vitrally Interested In Preventing Accidents?

For three major reasons:

- (1) It is the human thing to do. Any person with any regard for human life and in accident prevention. limb and the prevention of human suffering can not fail to be deeply interested
- (2) Accidents are wasteful and cost money. The foreman should prevent accidents because to do so is to save money.
- (3) A foreman should be interested in accident prevention because the same measures which he takes to prevent accidents also improve the efficiency of his department. His efforts to save his workers from injury increase their good will and consequently improve their cooperativeness and general efficiency. The department that is safe is a more efficient department as well.

What Is The First Essential In A Foreman's Accident-Prevention Program?

The first essential is that the foreman's determination to remove every possible cause of injury to his workers. His own attitude personal attitude should be one of inflexibility on the question of safety is all-important.

In management it's "Grow . . . or Go."



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New system—for class 'B' and 'C' fires

Elmira, N. Y.—American-La France-Foamite Corporation of Elmira, N. Y., is announcing a completely new carbon dioxide fire extinguishing system for the protection of Class B and C risks, and for Class A risks in closed vaults or other similar storage type rooms. It is adaptable also for the fire protection of Diesel Locomotives which include both B and C hazards.

It is designed for both Class B and C risks requiring either localized protection or for risks where total flooding with carbon dioxide gas is essential.

Can readily be adapted to meet whatever needs a risk may require. The battery and operating equipment can be located at, adjacent to, or remote from a risk.

Additional cylinders may be added at any time. Release system may be automatic or manual, or both. It is easily installed, functions with comparatively few parts. Flexible connections between cylinders facilitate installing, weighing or removing cylinders for recharging or replacement.

Fully illustrated literature available upon request.

Insulated tools for 'hot' work

Somerville, Mass.—Especially designed for live work involving dangerous voltages, Cohardite insulated tools are being introduced by H. K. Porter, Inc., manufacturers of cutting and pruning tools.

Use of these tools with rubber gloves for "hot work" provides a very great extra margin of safety and protection for personnel and equipment. Cohardite was developed specifically to give enduring and safe service in the insulation of hand tools—maintains its high dielectric strength over the extreme range of working temperatures and in the presence of moisture, oil or acid fumes.

Tools include meterman's screwdrivers (factory-tested to 5000 volts), standard screwdrivers and socket wrenches (tested to 10,000 volts) and wire cutters and fireman's cutters (tested to 20,000 volts).

Dipper for corrosive liquids, chemicals

Trenton, N. J.—A greatly increased safety factor in handling corrosive liquids is made possible by a new type dipper for use with a wide variety of chemicals, according to the manufacturer, Stokes Molded Products, Inc. The STOKOLITE L-44 dipper is being introduced, after two years of testing in labo-

ratories and chemical plants, as a companion to the STOKOLITE pail.

Made of STOKOLITE L-44 compound (base of virgin rubber), the new dipper is streamlined for lightness, has efficient pouring lip, well reinforced handle. Nature of material gives it unusually high resistance to shock, abrasion, heat, chemical corrosion—renders it practically indestructible.

Chemicals with which it has been successfully tested for corrosion resistance include an extensive list of acids, salts, bases, and organic materials under varied atmospheric and temperature conditions.

Made in one-quart and two-quart sizes. For additional information Stokes Molded Products, Inc., Trenton 4, N. J.

Metal safety hat in ribbed design

San Francisco—High impact resistance is built into a new 12-ounce aircraft grade aluminum alloy "hard-boiled" safety hat by Bullard. Distinctive ribbed design, laboratory drop tests demonstrate, furnishes ample structural strength while the crown remains resilient to absorb much of the impact of a falling object.

In development for two years, this safety hat incorporates a second impact-absorbing feature. The inner hat assembly is designed to absorb shock with its full-floating, six-point suspension hammock. Headbands and hammocks are fully adjustable to fit all head shapes, sizes. Entire assembly can be replaced without tools with slide action wedge-type fasteners.

The crown is natural aluminum color, with a non-glare finish.

Complete information in new illustrated circular, "Roughneck Safety Hat", available from E. D. BULLARD COMPANY, 275—8th Street, San Francisco 3, Calif.

Cleaning personal safety equipment

Southbridge, Mass.—A new cleaning solution for personal safety equipment—goggles, respirators, helmets—is announced by American Optical Company here.

Combining best properties of both a germicide and detergent, the No. 101 germicidal detergent removes dirt and deposited skin oils without inducing corrosion, staining or deterioration of rubber, plastic, or metal parts—may be used as a spray, swabbing, or immersion solution.

Odorless, the No. 101 also acts as a deodorant in certain cases. Independent laboratory tests show that the solution is better than the general types of "sanitizing" fluids such as coal tars, cresol compounds, or formaldehyde, the company reports. Tests also proved the new product, the company said, to be neither a primary nor a secondary irritant, even after repeated usage.

Fluid is effective in hot or cold water, although increased temperatures will tend to aid its effectiveness, reduce cleansing time.

Available in gallon containers or 2 oz. bottles packed 10 to a carton. Gallon makes 64 gallons of cleanser of a greater strength than generally recommended for disinfecting.

New, safer pump for emptying acid containers

Philadelphia—Safe and convenient transfer of acids and other liquids from stainless steel containers is now possible with the GS

EASY DOES IT when handling corrosive chemicals with new STOKOLITE L-44 dipper, which makes safer than ever the handling of hazardous liquids in laboratory, in chemical processing. The dipper in handy one-quart or two-quart sizes, is made by Stokes Molded Products, Inc., Trenton 4, N. J.



New pump with air line pressure, by General Scientific Equipment Co., offered as safer, faster, more economical way to remove acids, other corrosive liquids from stainless steel containers.

No. 17 pump. Liquids flow smoothly, stop instantly, contact only the corrosion-resistant tube.

Pump is fitted with safety valve for air liner pressure and a hold down clamp to secure the pump into the container, together with 25 feet $\frac{3}{8}$ " air hose with male or female coupling and chuck attached.

Lead tubes are suitable for sulphuric, hydrochloric, hydrofluoric acids and many others. Saran plastic tubes are recommended where the pump is to be used in Nitric, Muriatic, Citric, Phosphoric, Acetic, Bleaches, Peroxide, others.

For descriptive literature: General Scientific Equipment Co., 2700 W. Huntingdon Street, Philadelphia 32.



American Optical's foundry goggles (left) are now supplied with rugged, superior-to-leather plastic face mask. Company's new R5055 respirator (right) in combination with its No. 700 rubber frame goggle—must be purchased separately—but when specified will be equipped with snaps so they may be combined.

Plastic face mask for goggles

Southbridge, Mass.—American Optical Company's two foundry goggles (No. 305, 306) will now be supplied with a rugged plastic face mask, proved through long extensive testing to be superior to the leather mask formerly used.

Leather face masks, according to the company, possessed a major disadvantage: could not be sterilized—a handicap not only when mask became dirty, but when it was to be worn by another.

New vinyl plastic mask, now standard on the two foundry goggles, can be sterilized by spraying, wiping or dipping (not boiling), and will retain its shape and properties. When wet, it will not shrink or curl. Perspiration will not make it hard; exposed to



any moisture it remains flexible and soft. Because of these features, the company points out, the plastic masks which cost no more, will last much longer than leather face masks.

Alfco extinguishers construction bettered

Elmira, N. Y.—Utilizing the strength, lightness and dependability of modern stainless steel, American-La France-Foamite Corporation here announces a completely new line of Alfco 2½ gallon fire extinguishers.

New models include a chemical Foamite unit for Class A and B fires; a chemical solution (Soda-Acid) for Class A fires, and a plain water type, discharged by carbon dioxide gas, also for Class A fires.

Manufacturers claim the new extinguishers are twice as strong as the old style fabricated copper units and about 50% lighter in weight without the charge.

Each new unit has also a newly conceived panel of operating instructions for which a patent is now pending. Each label is in a distinctively different color for quick identification of its type.

New label is an integral part of the extinguisher shell, unremovable, more legible, more easily cleaned.

All are welded construction, elbows and collar sliver brazed, no lead solder banks, no acid fluxes. Units are corrosion resistant both inside and out.

Free illustrated literature available from American-LaFrance-Foamite Corporation, Elmira, N. Y., upon request.

New type respirator gets B. of M. approval

Southbridge, Mass.—American Optical's newest twin cartridge respirator (R5055), providing protection against low concentrations of organic vapors and all dusts (nuisance, toxic, pneumoconiosis-producing), has received Bureau of Mines approval BM-2305. Is the first such respirator so approved, the company announces.

No longer is it necessary for people exposed to both types of atmospheric contaminants to change respirators, the company pointed out. In addition, other cartridges for use with this same basic respirator face piece, protect against acid gases, combined acid and organic gases, ammonia and metal fumes.

All these cartridges are uniformly packed under electrical control and are supplied in balanced pairs. Users may now switch cartridges for different uses instead of having to purchase several types of respirators.

The R5055 respirator—featuring twin cartridges containing especially activated sorption material and revolutionary new chemically treated felt—has also been tested and found satisfactory by the United States Department of Agriculture for respiratory protection against low concentrations of the new and highly toxic insecticide, parathion.

Whenever the going seems easy, it's well to make sure you're not going down hill.

SAFETY

August—The good old summer time!

Funny thing about Tom! He is always safety-minded at work—has a fine accident-free record—But while he was on vacation he took the darndest chances: speeding, diving into unknown waters, fishing from a leaky boat, shooting his "22" carelessly, changing places in a canoe, pulling water-lilies instead of cutting them (taking chances of dumping the boat), and a lot of other crazy stunts.

Enjoy your vacation, but be sensible about it—you don't want it to be your last.

Practice safety all the time—everywhere!

By Arthur F. Marmoy
Manager, Production Control
Worthington Pump &
Machinery Corp., Buffalo, N. Y.

In 2 out of 3 companies surveyed by MANAGE, foreman preference dominates in buying Safety Equipment. Are YOU protected in the FOREMAN MARKET? . . . Write MANAGE Magazine for the facts on this unexplored market!



MANAGEMENT SCHOLARSHIP

Awards



(1) Fred L. Glenn, Austin High, Chicago, receives Dole Valve scholarship from Wm. Ponticell (left). (2) Convair (San Diego) scholarship award winners view Turboliner at hand of Scholarship Chairman Ed Caldwell (left to right): John Howard (inset), Peggy Arnold, Robt. Legge, Douglas Pillsbury, Ellen James (inset), Dee Wier, Theodore Malone (3) Ray Clark, Mechanic Arts School, Evansville, receives \$100 Briggs Management Club award from Club President Napier (second from left); School Principal C. Robinson (right) and Club Committee Chairman Orval Bee (left). (4) Patricia Wawrzniak, Cleveland's Euclid High, accepts award from Oliver-Cleveland Management Club. (5) Ceramic Super-visors (Gladding, McBean & Co.—Los Angeles) scholarship winners (from left) Alvin Rankin, Jerry Duncan, Earle Dearden. (6) Foremen's Club of Toledo scholarship winners receive congratulations from Committee Chairman Frank Smith (from left): Wm. Biezala, Carlton Sarver, Wm. Stende, Mr. Smith, Chas. Witty, David Steinem.



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V 11 Bond wheels by CARBORUNDUM offer cost-cutting production advantages in a wide variety of cylindrical grinding applications. A cool, free-cutting action is obtained because the physical properties of these wheels provide outstanding grinding characteristics. Reduced grinding pressures result in exceptional form

holding qualities, greater accuracy, and faster cutting rates. Long service is secured by a self-dressing action.

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